

SYSTEM SUPPORT AND ACQUISITION PLAN – Final

*HUD Integrated Financial Management Improvement
Project*

U.S. Department of Housing and Urban Development

July 22, 2005



The MIL Corporation

Revision Sheet

Revision No.	Date	Revision Description
Rev. 0	6/27/05	Initial Draft
Rev 1	07/22/05	Final System Support and Acquisition Plan

U. S. Department of Housing and Urban Development

Contract Number	C-DEN-01982			
Request Number	R-2004-AY-00378			
Task Number	HIFMIP SDM Define Stage – CDR #24			
Deliverable	Final System Support Plan			
Due Date	07/22/2005			
Comments Returned Due Date				
Comments Returned Date				

Comments:

Program Area Representative: Mary Kohlmeier Date: _____GTM: Jenny A. Shaker Date: _____GTR: Kenneth Traylor Date: _____

SYSTEM SUPPORT AND ACQUISITION PLAN

TABLE OF CONTENTS

1.0	GENERAL INFORMATION	1-1
1.1	Purpose	1-1
1.2	Scope	1-2
1.3	System Overview.....	1-2
1.3.1	System Category/Operational Status	1-4
1.4	Project References	1-4
1.5	Acronyms and Abbreviations	1-5
1.6	Points of Contact.....	1-6
1.6.1	Information	1-6
1.6.2	Coordination	1-9
2.0	SUPPORT AND ACQUISITION ACTIVITIES.....	2-1
2.1	Task Descriptions	2-1
2.1.1	Evaluate and Select the COTS Financial System Package	2-1
2.1.1.1	Hardware Acquisition	2-1
2.1.1.2	Software Acquisition.....	2-2
2.1.1.3	Professional Services Acquisition.....	2-2
2.1.2	Evaluate and Select a Center of Excellence (COE) and Systems Integrator	2-2
2.1.2.1	Hardware Acquisition	2-3
2.1.2.2	Software Acquisition.....	2-3
2.1.2.3	Professional Services Acquisition.....	2-3
2.1.3	Evaluate and Select OCFO IV&V Support	2-4
2.1.3.1	Hardware Acquisition	2-4
2.1.3.2	Software Acquisition.....	2-4
2.1.3.3	Professional Services Acquisition.....	2-4
2.1.4	Establish the System Transition and Migration Strategy	2-4
2.1.4.1	Develop a Legacy Systems Disposition Plan	2-5
2.1.4.2	Perform Data Clean Up	2-6
2.1.4.3	Create the System Security Plan	2-7
2.1.4.4	Establish Systems Environment	2-8
2.1.4.5	Determine Middleware Products Requirements.....	2-9
2.1.4.6	Establish Capacity Management Plan	2-11
2.1.4.7	Create Continuity of Operations Plan (COOP)	2-12
2.1.5	Perform System Design and Configuration	2-13
2.1.5.1	Create Configuration and Set-up Plan.....	2-13
2.1.5.2	Create System Modifications Designs	2-14
2.1.6	Perform Conversion.....	2-14
2.1.6.1	Establish Conversion Strategy and Plan.....	2-15
2.1.6.2	Create Conversion Designs	2-15
2.1.6.3	Perform Conversion Development.....	2-16
2.1.7	Perform System Integration/Interface with Systems/Subsystems.....	2-17
2.1.7.1	Create Interface Designs	2-17

2.1.7.2	Perform Interface Development	2-18
2.1.8	Perform System Testing and Evaluation.....	2-19
2.1.8.1	Conduct Interface Testing	2-20
2.1.8.2	Conduct System Modification Testing.....	2-21
2.1.8.3	Perform Conversion Testing	2-22
2.1.9	Performing System Piloting and Implementation.....	2-23
2.1.9.1	Conducting Pilot Configuration and Environmental Set-up	2-23
2.1.9.2	Performing Pilot Data Conversion	2-23
2.1.9.3	Perform Pilot Operations.....	2-24
2.1.9.4	Perform Pilot Evaluation.....	2-25
2.1.9.5	Perform Software Installation	2-26
2.1.10	Perform Training.....	2-27
2.1.10.1	Create a Training Plan.....	2-27
2.1.10.2	Create User Documentation and Procedures.....	2-28
2.1.10.3	Establish Training Environment.....	2-28
2.1.10.4	Conduct User Training.....	2-29
2.1.11	System Operation and Maintenance.....	2-29
2.1.11.1	Conduct Financial Reporting Review	2-30
2.1.11.2	Create User Support Plan	2-30
2.1.11.3	Provide User Support	2-31
2.1.11.4	Determine Need for Reporting/On-line Analytical Processing (OLAP) Products	2-32
2.1.12	OFHEO, Ginnie Mae and FHA Integration	2-33
2.1.12.1	FHA.....	2-33
2.1.12.2	Ginnie Mae.....	2-33
2.1.12.3	OFHEO	2-34
2.2	Timeframe	2-34
2.3	Acquisition Dependencies and Impact.....	2-44
2.3.1	Organizational Impacts	2-44
2.3.2	Impacts during Development.....	2-45
<i>APPENDIX A: SUPPORT ACTIVITY REQUIRED BY ORGANIZATION AND DATE.....</i>		<i>1</i>

LIST OF TABLES

	<u>Page #</u>
Table 1-1 System Overview.....	1-4
Table 1-2 System Support Acronyms and Abbreviations.....	1-5
Table 1-3 HIFMIP HUD Points of Contact	1-6
Table 1-4 HIFMIP MIL Points of Contact.....	1-9
Table 2-1 Hardware Acquisition Support for Evaluating the COTS Software Package	2-1
Table 2-2 Software Acquisition Support for Evaluating the COTS Software Package.....	2-2
Table 2-3 Services Acquisition Support for Evaluating the COTS Software Package.....	2-2
Table 2-4 Services Acquisition Support for Evaluating COE and Systems Integrator.....	2-3
Table 2-5 Services Acquisition Support for Evaluating OCFO IV&V Support Team.....	2-4
Table 2-6 Services Acquisition Support for Creating the Systems Disposition Plan	2-5
Table 2-7 Services Acquisition Support for Performing Data Clean Up.....	2-7
Table 2-8 Services Acquisition Support for Creating the System Security Plan.....	2-8
Table 2-9 Hardware Acquisition Support for Establishing the Systems Environment.....	2-8
Table 2-10 Services Acquisition Support for Establishing the Systems Environment.....	2-9
Table 2-11 Hardware Acquisition Support for Determining Middleware Product Needs.....	2-9
Table 2-12 Software Acquisition Support for Determining Middleware Product Needs	2-10
Table 2-13 Services Acquisition Support for Determining Middleware Product Needs	2-10
Table 2-14 Software Acquisition Support for Establishing the Capacity Management Plan	2-11
Table 2-15 Services Acquisition Support for Establishing the Capacity Management Plan	2-11
Table 2-16 Software Acquisition Support for Creating a COOP Plan.....	2-12
Table 2-17 Services Acquisition Support for Creating a COOP Plan	2-13
Table 2-18 Services Acquisition Support for Creating the Configuration and Set-up Plan	2-13
Table 2-19 Services Acquisition Support for Creating the System Modifications Designs	2-14
Table 2-20 Services Acquisition Support for Creating a Conversion Strategy	2-15
Table 2-21 Services Acquisition Support for Creating Conversion Designs.....	2-16
Table 2-22 Services Acquisition Support for Performing Conversion Development.....	2-16
Table 2-23 Services Acquisition Support for Creating Interface Designs	2-17
Table 2-24 Hardware Acquisition Support for Interface Development.....	2-18
Table 2-25 Software Acquisition Support for Interface Development	2-19
Table 2-26 Services Acquisition Support for Interface Development	2-19
Table 2-27 Hardware Acquisition Support for Interface Testing	2-20
Table 2-28 Software Acquisition Support for Interface Testing.....	2-20
Table 2-29 Services Acquisition Support for Interface Testing.....	2-21
Table 2-30 Services Acquisition Support for System Modification Testing	2-22
Table 2-31 Services Acquisition Support for Conversion Testing	2-22
Table 2-32 Services Acquisition Support for Performing Pilot Data Conversion	2-24
Table 2-33 Services Acquisition Support for Performing Pilot Operations	2-25
Table 2-34 Services Acquisition Support for Performing Pilot Evaluation.....	2-25
Table 2-35 Hardware Acquisition Support for Performing Software Installation	2-26
Table 2-36 Services Acquisition Support for Performing Software Installation	2-26
Table 2-37 Services Acquisition Support for Creating the Training Plan	2-27
Table 2-38 Services Acquisition Support for Creating User Documentation and Procedures	2-28
Table 2-39 Services Acquisition Support for Conducting User Training.....	2-29
Table 2-40 Services Acquisition Support for Conducting a Financial Reporting Review	2-30
Table 2-41 Services Acquisition Support for Creating the User Support Plan.....	2-31
Table 2-42 Services Acquisition Support for Creating a Conversion Strategy	2-31
Table 2-43 Software Acquisition Support for Reporting/OLAP Requirements	2-32

Table 2-44 Services Acquisition Support for Reporting/OLAP Requirements	2-33
Table 2-45 System Support and Acquisition Timeframe Table.....	2-34

LIST OF FIGURES

	<u>Page #</u>
Figure 1-1 ICFS High Level Systems Architecture Initial Phase	1-3

1.0 GENERAL INFORMATION

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The Department of Housing and Urban Development (HUD) is in the process of modernizing its financial management systems in accordance with a financial management vision consistent with modern business practices, customer service, legislation and technology. The overall initiative to implement the financial management vision is the HUD Integrated Financial Management Improvement Project (HIFMIP).

Within HIFMIP, several implementation phases have been defined to provide a manageable method of moving from the current state to the desired financial management environment. HIFMIP is currently in the System Define phase. The Define phase includes the selection of the commercial-off-the-shelf (COTS) software package that will support the new HUD-wide financial management system, along with a number of other activities such as defining system functional and data requirements.

The new system, currently called the Integrated Core Financial System (ICFS), will provide the first building block to enable later integration with other desired management improvements such as integrated financial performance management. More detail on the overall HIFMIP vision can be found in the updated *HUD's Financial Management Vision*, dated June 24, 2005. HUD is using a phased approach to the ICFS. These phases appear below:

Phase I: Organizational Preparation. Execute a series of short-term improvements to ready HUD for the implementation of the core financial solution, strengthen financial policy, expedite solution development and select a core solution.

Phase II: Implementation of Core Financials. Implement a tightly integrated core financial solution that leverages state of the art technologies and reengineers business processes based on federal requirements and industry best practices.

Phase III: Operational System Enhancements. Enhance, redesign or replace programmatic and financial systems interfaces to eliminate any negative impact on the financial cycle.

Phase IV: Integrated Financial and Program Performance. Leverage the core financial solution through the implementation of decision support, performance management, and customer relationship management solutions.

HUD describes the end result of the phased approach as the Integrated Financial Management Solution (IFMS), of which ICFS is one key component. Phase II of the HIFMIP project is the selection and implementation of a new HUD-wide financial management system. HUD is currently preparing to select and implement the ICFS as recommended in the May 18, 2004 Independent Decision and Recommendation Paper (IDRP)¹.

1.1 Purpose

To implement the ICFS, the project team will require system and acquisition support from internal HUD and external organizations. The purpose of the *System Support Plan* is to describe the hardware acquisition, software acquisition, and contract support requirements that will be required to help HUD meet their financial management business requirements. In addition, this document proposes a schedule for executing these activities. The *System Support Plan* must be utilized in conjunction with the *HIFMIP Roadmap*, *HIFMIP Project Plan*, *HIFMIP Feasibility Study* and the *CFO Vision Document*. Specific

¹ Calibre, *Independent Decision and Recommendation Paper*, May 18, 2004, rev. June 1, 2004, Section 2.3.2 "Alternative Analysis and Recommendation."

hardware, software, and accessibility needs may not be fully determined until the appropriate Center of Excellence (COE) selection is made.

1.2 Scope

This *System Support and Acquisition Plan* defines the hardware, software and professional services support requirements for the implementation of the new, integrated system. This document will serve as the system support reference for the proposed Integrated Core Financial System (ICFS). It also supports the activities for organizational involvement associated with the implementation phase of the ICFS for OCFO at a detail level and will discuss OFHEO, Ginnie Mae, and FHA integration at a high level. The implementation phase will have OCFO implement a new JFMIP-certified COTS financial system that will be the single core financial system for the Department in the end state.

This document uses the *HIFMIP Preliminary Roadmap* as its basis for the tasks needed for ICFS implementation. As in the *HIFMIP Roadmap*, since the COE/Integrator has not yet been selected, and since future phases have not been fully refined, the focus of this *System Support Plan* is on HIFMIP Phase II-1: ICFS Implementation for OCFO.

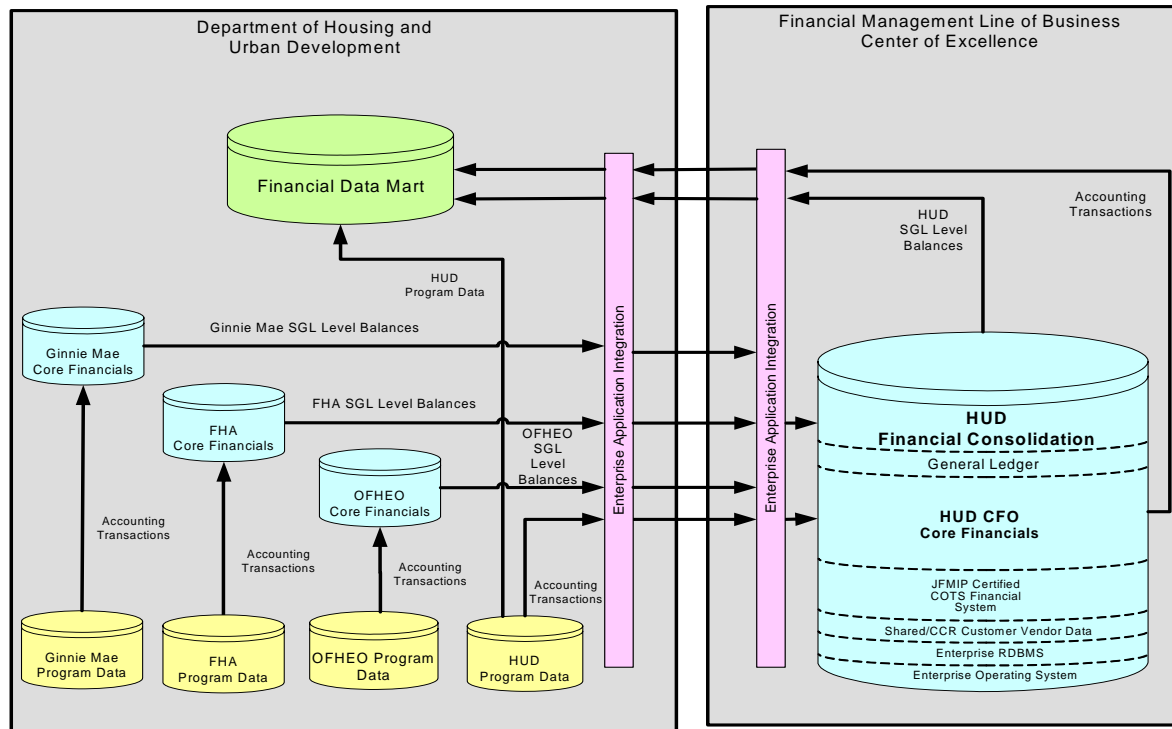
1.3 System Overview

The ICFS must support and maintain different business lines for the agency. It is important that the ICFS enforce the validations and rules that exist among and between the business lines. The separate lines of business will be supported in the future state by a single instance of the core financial system running at a Center of Excellence (COE). HUD has developed a definition for the new financial system in the aforementioned Vision document as:

In accordance with Office of Federal Financial Management (OFFM) (formerly JFMIP), financial management systems must be designed with effective and efficient interrelationships between software, hardware, personnel, procedures, controls, and data contained within the systems. To be integrated, financial management systems must have, as a minimum, the following four characteristics:

- (1) Standard data classifications (definitions and formats) that are established and used for recording each financial event;
- (2) Common processes for similar kinds of transactions;
- (3) Internal controls over data entry, transaction processing, and reporting that are applied consistently; and
- (4) A design that eliminates unnecessary duplication of transaction entry.

Figure 1-1 illustrates the ICFS High Level Systems Architecture for the initial phase. The left side of the diagram details the proposed system architecture for ICFS as managed in a HUD computing environment. The right side of the diagram represents the government-wide initiative to host and manage core financial management functions in a Center of Excellence (COE) environment.

Figure 1-1 ICFS High Level Systems Architecture Initial Phase

There are many challenges posed by HUD's current financial systems environment. Goals of the ICFS and HIFMIP in general, include the following:

- Cost savings
 - Eliminate expensive customizations
 - Lower transaction processing costs
 - Reduce the number of financial systems.
- Improve funds control and audit rating
 - Ensure adequate funds control
 - Eliminate audit-related material weaknesses. For instance:
 - Improve funds control over public housing operating funds
 - Improve personnel security practices for access to the Department's systems
 - Improve quality control over performance measures data
- Provide better, more useful information
 - Provide direct access to standardized, accurate, timely information, which may be achieved online, real-time transaction processing and updates
 - Link Department performance to costs, increase the ability to accurately measure and report on program costs, and maximize return on investment
 - Provide efficient reporting and fiscal year end closings
 - Improve data quality
 - Provide efficient programmatic data for budget formulation.
- Improve staff productivity and use of personnel resources
 - Provide staff productivity improvements
 - Increase staff ability to provide better analytical information
 - Provide user friendly, intuitive customer interfaces.

The purpose of the ICFS is to address these challenges and the existing weaknesses in HUD's financial management environment.

1.3.1 System Category/Operational Status

The following table provides summary information on the ICFS.

Table 1-1 System Overview

Responsible organization	Office of the Chief Financial Officer (OCFO), HUD
System name or title	Integrated Core Financial System (ICFS)
System code	N/A
PCAS number	To Be Determined
System category	Major Financial Application
Operational status	Define Phase of SDM
Users	OCFO, HUD Program Managers, FHA, Ginnie Mae, OFHEO
Interaction with other systems	The system must transmit and receive data from a large number of HUD programmatic systems and must interact with Treasury and other federal agencies. The system must support and integrate with e-government initiatives.

1.4 Project References

A significant amount of documentation has already been created through the HIFMIP project. This *System Support & Acquisition Plan* incorporates references of the existing HIFMIP material. The following is a full list of HIFMIP reference documents that were used as input to the *System Support & Acquisition Plan*:

- Chief Financial Officers' Act;
- Clinger-Cohen Act of 1996;
- General Accounting Office (GAO-Presently the Government Accountability Office) - A Guide for Evaluating Federal Agencies' IT Investment Decision-making - GAO/AIMD-10.1.13;
- GAO - Creating Value Through World-class Financial Management –GAO/AIMD-00-134;
- GAO - Effective Implementation of FFMIA Is Key to Providing Reliable, Useful, and Timely Data - GAO-02-791T;
- GAO - Federal Information System Controls Audit Manual (FISCAM) – GAO - June 13, 2000;
- GAO - Standards for Internal Control in the Federal Government - GAO/AIMD-00-21.3.1
- HUD Enterprise Architecture Policy;
- Government Performance and Results Act (GPRA);
- HIFMIP Cost/Benefit Analysis;
- HUD Financial Management Vision;
- HIFMIP Project Plan;

- HUD Handbook 2400.13 – Word Processing and Microcomputer Technology Policies and Procedures, Chapter 9;
- HUD Handbook 2400.24 – HUD’s ADP Security Program;
- HUD Preliminary Roadmap;
- HUD System Development Methodology (SDM);
- JFMIP - Building The Work Force Capacity to Successfully Implement Financial Systems;
- JFMIP - Core Financial System Requirements;
- JFMIP - White Paper: Financial Systems Data Conversion – Considerations;
- OMB Circular No. A-123 – Management Accountability and Control;
- Office of Management and Budget (OMB) Circular No. A-127 – Financial Management System;
- OMB A-130: Management of Federal Information Resources; and
- The Presidents Management Agenda.

1.5 Acronyms and Abbreviations

The following table describes the acronyms and abbreviations used throughout this document.

Table 1-2 System Support Acronyms and Abbreviations

Acronym/Abbreviation	Definition
ACFO	Assistant Chief Financial Officer
ADMN	Office of Administration
COOP	Continuity of Operations
CPD	Office of Community Development
CSOMG	Computer Services, Operations, and Maintenance Group
DTAD	Development Technology Assessment Division
ERS	Emergency Relocation Site
FAR	Federal Acquisition Regulations
FIMS	Financial Information and Management System
FHA	Federal Housing Administration
FHA-SL	FHA Subsidiary Ledger
FHEO	Fair Housing and Equal Opportunity
Financial-DM	Financial Data Mart
FRD	Functional Requirements Document
GAO	Government Accountability Office
Ginnie Mae	Government National Mortgage Association
GOALS	Government On-line Accounting Link System
GSA	General Services Administration
GTM	Government Technical Manager
GTR	Government Technical Representative
HIFMIP	HUD Integrated Financial Management Improvement Project
HPS	HUD Procurement System
HPS/SPS	HPS-Small Purchase System
HTMS	HUD Travel Management System
HUDCAPS	HUD’s Central Accounting and Program System
ICFS	Integrated Core Financial System
IFMS	Integrated Financial Management Solution
IV&V	Independent Verification and Validation
JFMIP	Joint Financial Management Improvement Project
LAS	Loan Accounting System
LOCCS	Line of Credit Control System

Acronym/Abbreviation	Definition
NFC	National Finance Center
OCFO	Office of the Chief Financial Officer
OCIO	Office of the Chief Information Officer
OCPO	Office of the Chief Procurement Officer
OFFM	Office of Federal Financial Management
OFHEO	Office of Federal Housing and Enterprise Oversight
OH	Office of Housing
OHHLHC	Office of Healthy Homes and Lead Hazard Control
OIG	Office of Inspector General
OLAP	On-line Analytical Processing
OMB	Office of Management and Budget
PD&R	Office of Policy Development and Research
PIH	Office of Public and Indian Housing
RAID	Redundant Array of Independent Disk
SATO	Scheduled Airline Traffic Office
SDED	System Development and Evaluation Division
SDM	System Development Methodology
SME	Subject Matter Expert
US SGL	United States Standard General Ledger
VRS	Voice Response System

1.6 Points of Contact

Government and contractual contacts for the HIFMIP project are listed below.

1.6.1 Information

The HIFMIP HUD Points of Contact below lists the points of organizational contact (POCs) that may be needed by the document user for informational and troubleshooting purposes. The table identifies the type of contact, contact name, department, telephone number, and e-mail address.

Table 1-3 HIFMIP HUD Points of Contact

Type of Contact	Name	Dept.	Telephone	Email
Government Technical Representative	Kenneth Traylor	OCFO	(202) 708-1757 x6241	Kenneth_J._Traylor@hud.gov
Government Technical Monitor	Virginia Shaker	OCFO	(202) 708-1136 x3805	Virginia_A._Shaker@hud.gov
Project Manager	Mary Kohlmeier	OCFO	(202) 708-0614 x3853	Mary_L._Kohlmeier@hud.gov
Business Subject Matter Expert – OCFO Systems	Gail Dise	OCFO	(202) 708-1757 x3749	Gail_B._Dise@hud.gov

Type of Contact	Name	Dept.	Telephone	Email
Business Subject Matter Expert – Ginnie Mae	Michael Najjum	Ginnie Mae - OCFO	(202) 708-1020 x2344	Michael_J._Najjum@hud.gov
Business Subject Matter Expert – FHA	Ronald Crupi	Housing-Office of Financial Analysis & Reporting	(202) 401-0450 x3371	Ronald_E._Crupi@hud.gov
Macola Project Manager	Wesley Jones	Ginnie Mae Comptroller's Division	(202) 708-4100 x3908	Wesley_E._Jones@hud.gov
FHA-SL Project Manager	William Fuentesvilla	Housing-FHA Comptroller's Office	(202) 708-1020 x2344	William_F._Fuentesvilla@hud.gov
Business Subject Matter Expert	Barbara Dorf	Grants Policy	(202) 708-0667 x4637	Barbara_Dorf@hud.gov
Business Subject Matter Expert – CPD	Laura Marin	Director, Office of Technical Assistance and Management	(202) 708-4604 x4432	Laura_M._Marin@hud.gov
Business Subject Matter Expert – OH	Ronald Spraker	Director, Office of Budget and Field Resources (OH)	(202) 708-8975 x6851	Ronald_Y._Spraker@hud.gov
Business Subject Matter Expert – PIH	Paul Scott	Director, Budget Office (PIH)	(202) 708-0920 x2354	Paul_A._Scott@hud.gov
Business Subject Matter Expert – PD&R	Patrick Tewey	Director, Budget Office (PD&R)	(202) 708-1796 x4098	Patrick_J._Tewey@hud.gov
Business Subject Matter Expert – OHHLHC	Michael Hill	Deputy Director (OHHLHC)	(202) 708-0310	Michael_F._Hill@hud.gov
Business Subject Matter Expert – FHEO	Paul Christian	Director, Office of Management and Planning (FHEO)	(202) 708-1009	Paul_T._Christian@hud.gov
Advisory	Hanh Do	IG	(202) 708-0344 x8147	Hanh_T._Do@hud.gov
Procurement Specialist	Michael Mee	OCPO	(303) 672-5281 x1820	Michael_J._Mee@hud.gov

Type of Contact	Name	Dept.	Telephone	Email
System Owner – HPS, SPS,	Ed Girovasi	ADMN	(202) 708-0294 x7138	Edward_L._Girovasi@hud.gov
System Owner – DOCS	Pauline Figliozzi	ADMN	(202) 708-3452 x3012	Pauline_M._Figliozzi@hud.gov
System Owner – HIHRTS	Barbara Edwards	ADMN	(202) 708-3946	Barbara_J._Edwards@hud.gov
System Owner – HCFSS	Karen Wenstrup	OCFO	(202) 708-1313 x3739	Karen_E._Wenstrup@hud.gov
System Owner – FAADS	Alice Cullom	OCFO	(202) 708-0143 x3754	Alice_B._Cullom@hud.gov
System Owner – CCFF, BOSS	Garland Reid	OCFO	(202) 708-1365 x6822	Garland_J._Reid@hud.gov
System Owner – DARTS	Rudy McKinney	OCFO	(202) 708-0202 x3630	Rudy_V._McKinney@hud.gov
System Owner – IATS	Mary Lou Dominguez	OCFO	(817) 978-5669	Mary_L._Dominguez@hud.gov
System Owner – HTMS	Barry Kahn	OCFO	(202) 708-3154 x6540	Barry_A._Kahn@hud.gov
System Owner – IDIS	Bob Brever	CPD	(202) 708-0790 x4537	Robert_T._Brever@hud.gov
System Owner – TRACS	Lanier Hylton	OH	(202) 708-2677 x2510	Lanier_M._Hylton@hud.gov
System Owner – WASS	Gary Faeth	PIH	(202) 475-8730	Gary_L._Faeth@hud.gov
Acting Director – IT Security	Joyce Little	OCIO	(202) 401-4951 x7404	Joyce_M._Little@hud.gov
System Owner – FIMS	Susan Jacobs	OFHEO	(202) 414-3800	Susan_S._Jacobs@hud.gov
Acting Director – IT Operations	Dennis Peacock	OCIO	(202) 708-0306 x6285	Dennis_M._Peacock@hud.gov
Director, Financial Systems Maintenance and Development Division	Keith Zahner	OCFO	(708) 708-1757 x3752	Keith_C._Zahner@hud.gov

Type of Contact	Name	Dept.	Telephone	Email
Financial Systems Maintenance and Development Division	Rhonda Press	OCFO	(202) 708-1097 x3774	Rhonda_M._Press@hud.gov

The MIL Corporation points of contact are provided below:

Table 1-4 HIFMIP MIL Points of Contact

Type of Contact	Name	Telephone	Email
Operational Vice President	Linda Glasco	(202) 708-1136 x3814	lglasco@milcorp.com
Project Manager	Karen McGee	(202) 708-1136 x3727	kmcgee@milcorp.com
Quality Assurance Manager/Institutional SME	Mary Ellen Firor	(202) 708-1136 x3835	mfiror@milcorp.com
Institutional SME	David Margolies	(202) 708-1136 x3834	dmargolies@milcorp.com

1.6.2 Coordination

This *HIFMIP System Support & Acquisition Plan* documents the activities that require assistance from support organizations and interfacing projects. Upon completion of the plan, it will be submitted to the affected organizations for their review and concurrence. The following organizations were either contacted for information to develop this plan or will need to provide their concurrence to the plan:

- OCFO – Office of the Chief Financial Officer
- OCIO – Office of the Chief Information Officer
- OCPO – Office of Chief Procurement Officer
- OIG – Office of Inspector General
- HIFMIP Stakeholders' Group
- HIFMIP Integrated Project Team
- SATO – Scheduled Airline Traffic Office
- FHA – Federal Housing Administration
- Ginnie Mae – Government National Mortgage Association
- OFHEO – Office of Federal Housing and Enterprise Oversight

2.0 SUPPORT AND ACQUISITION ACTIVITIES

2.0 SUPPORT AND ACQUISITION ACTIVITIES

The success of the ICFS implementation depends on identifying and committing sufficient monetary and personnel resources to the project. The personnel component includes both internal HUD employees and external contractor staff. Internally, both OCFO and program area staff need to be identified and assigned to the project. The project team must be staffed with HUD personnel who are committed to the project and possess the required institutional knowledge. Senior management must remain mindful that internal personnel may have other demands on their time in connection with other projects and responsibilities. In some cases, staff members will need to be focused entirely on the new financial system implementation for a period of time. It is also important to note that key contractor personnel must be available throughout the duration of the implementation.

Additional external resources may be required to ensure that specific skill sets are brought to the project. There should be a proper balance of functional and technical resources. Both resources play a critical role in ensuring that the diverse interests and aspects of the project are properly represented, and that the end product is suited to the Department's needs.

All monetary resources required must be committed by developing a realistic budget that includes all costs associated with the project. Close monitoring of the budget, the project timeline, and the completion of project tasks will help keep the project within budget and on schedule.

This section outlines the support and acquisition activities that require assistance from support organizations. This section also identifies the timeframes associated with the required support.

2.1 Task Descriptions

This section provides a detailed description of activities required from support organizations. The tasks identified here follow the tasks defined in the *Draft HIFMIP Preliminary Roadmap*.

2.1.1 Evaluate and Select the COTS Financial System Package

This task involves evaluating the COTS packages available to the Department and selecting the appropriate package best suited for HUD's needs. Currently, the HIFMIP team is evaluating the fit of Peoplesoft for use at HUD by executing test scenarios based on HUD's requirements. If the PeopleSoft product does not fulfill the HUD requirements, the following activities will be necessary to select an alternative package. The evaluation and selection of the COTS package should occur between 09/30/05 and 10/31/05.

2.1.1.1 Hardware Acquisition

The minimum hardware required to install and run a test version of a COTS federal financial systems product could be as small as a single hardware server. However, more robust architectures may be desired to test performance of the COTS packages. Acquisition of this hardware will require the support of the OCFO staff as well as the HIFMIP project team. The following table itemizes the hardware acquisition services required for this activity.

Table 2-1 Hardware Acquisition Support for Evaluating the COTS Software Package

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquire Necessary Evaluation Hardware	OCFO	Michael Mee	09/30/05	10/31/05
Internal HIFMIP	OCFO	Mary	09/30/05	10/31/05

Team Support		Kohlmeier		
IT Support	OCIO	Dennis Peacock	09/30/05	10/31/05

2.1.1.2 Software Acquisition

The current evaluation of the Peoplesoft package is being performed using the software license currently owned by HUD (and held by EDS). If additional software packages are to be evaluated, temporary licenses may need to be obtained for these COTS packages. The following table itemizes the required software support activities, responsible organizations, and activity schedule.

Table 2-2 Software Acquisition Support for Evaluating the COTS Software Package

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquire Necessary Evaluation Software	OCPO	Michael Mee	09/30/05	10/31/05
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	09/30/05	10/31/05
IT Support	OCIO	Dennis Peacock	09/30/05	10/31/05

2.1.1.3 Professional Services Acquisition

Professional services are required in order for HUD to evaluate the COTS packages. The following table itemizes the required professional services required for this activity.

Table 2-3 Services Acquisition Support for Evaluating the COTS Software Package

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	09/30/05	10/31/05
PMO Support	OCFO	Mary Kohlmeier	09/30/05	10/31/05
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	09/30/05	10/31/05

Project Dependency: The hardware, software, and professional services required for the evaluation of the new financial system is dependent on the outcome of the current Peoplesoft Evaluation task. If Peoplesoft is found to meet HUD's requirements, these activities will not be necessary at all. If Peoplesoft does not meet HUD's requirements, these activities must be started in order to select an alternative package. All other tasks and activities for the HIFMIP project would then be postponed or rescheduled to accommodate this additional task.

2.1.2 Evaluate and Select a Center of Excellence (COE) and Systems Integrator

This task involves evaluating and selecting a Center of Excellence service provider and the Systems Integrator. Since a key factor in the Systems Integrator selection should be finding an integrator that has experience with the selected COE and with PeopleSoft implementations, HUD has decided to procure the COE and system integrator services together through one procurement. HUD will issue an RFI to survey

Systems Integrators that will team with a COE. This survey will be conducted by issuing a Request for Information (RFI). Offerors will be requested to complete a brief checklist that will later be evaluated. The evaluation will determine the vendor(s) that will be invited to provide / respond to a request for quotation (RFQ).

At a minimum, the service provider will provide IT hosting support through the application layer. They will also maintain, upgrade, and support the COTS software system to ensure its continued compliance with relevant Federal financial and IT laws and regulations. It is necessary to gather information on the COEs that would be able to provide the serviced system chosen by HUD. Currently, there are no federal agencies cross servicing PeopleSoft. Therefore, if the PeopleSoft alternative is chosen, it is necessary to research and choose a commercial COE. Once the information is gathered, the Centers of Excellence need to be scored by how well they meet the needs set forth by HUD. HUD's ability to find an acceptable COE with good, relevant experience operating the selected COTS software is essential for the overall success of HIFMIP. If a proper COE can not be found, the project schedule must be revised.

This task also involves evaluating and selecting a system integrator. The system integrator will, at a minimum, assist IT in transitioning to the new COTS software system and ensure its continued compliance with relevant Federal financial and IT laws and regulations. The system integrator will work with the HIFMIP Project Team to identify issues and develop a migration plan starting with transitioning the OCFO financial systems to the new system and operating environment in FY 2007.

The Center of Excellence/System Integrator evaluation and selection process should occur between 07/01/05 and 3/31/06. This is a key component of the HIFMIP implementation strategy and must be completed on schedule in order to meet the overall go-live dates established by HUD.

2.1.2.1 Hardware Acquisition

Current hardware can be used for the evaluation of a Center of Excellence/System Integrator. Therefore, no additional hardware acquisition support should be required for this activity.

2.1.2.2 Software Acquisition

Current software can be used for the evaluation of a Center of Excellence/System Integrator. Therefore, no additional software acquisition support should be required for this activity.

2.1.2.3 Professional Services Acquisition

Contractor assistance will be needed for the evaluation period of the Center of Excellence/System Integrator. The following table itemizes the professional services required for this activity.

Table 2-4 Services Acquisition Support for Evaluating COE and Systems Integrator

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	07/01/05	03/31/06
PMO Support	OCFO	Mary Kohlmeier	07/01/05	03/31/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/01/05	03/31/06

Project Dependency: The identification of a COTS financial system must be accomplished before the COE/System Integrator can be evaluated.

2.1.3 Evaluate and Select OCFO IV&V Support

This task involves the evaluation and selection of the Independent Verification and Validation (IV&V) support required for the new financial system. Accomplishment of this task ensures that all significant aspects of the system design, build, testing, evaluation and implementation are comprehensive and complete, as well as ensures an orderly disposition of the existing financial systems. Independent Verification and Validation (IV&V) and system acceptance testing will be conducted by a test team that consists of contractors and system stakeholders as designated by the HIFMIP team. The evaluation and selection of the OCFO IV&V support task should occur between 07/01/05 and 03/31/06.

The first step to choosing an IV&V contractor is to gather information on the available IV&V support contractors that would be able to fully test the system chosen by HUD. Once the information is gathered, the IV&V contractors need to be scored by how well they will be able to completely and accurately test the ICFS for HUD.

2.1.3.1 Hardware Acquisition

Current hardware can be used for the evaluation and selection of the OCFO IV&V support activity. Therefore, no additional hardware acquisition support should be required for this activity.

2.1.3.2 Software Acquisition

Current software can be used for the evaluation and selection of the OCFO IV&V support activity. Therefore, no additional software acquisition support should be required for this activity.

2.1.3.3 Professional Services Acquisition

Contractor assistance will be needed for the evaluation and selection of the OCFO IV&V support activity. The following table itemizes the professional services required for this activity.

Table 2-5 Services Acquisition Support for Evaluating OCFO IV&V Support Team

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	07/01/05	03/31/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/01/05	03/31/06

Project Dependency: The identification of a COTS financial system and the selection of a COE must be accomplished before the IV&V support fulfillment can be selected

2.1.4 Establish the System Transition and Migration Strategy

The system transition and migration task involves the requirement to perform system and database transfer from the existing system to the new system. Representatives from each of the four CFO organizations will work to standardize their systems, processes and procedures to support eventual migration to a single system. The establishment of the system transition and migration strategy should occur between 06/01/05 and 10/13/06.

2.1.4.1 Develop a Legacy Systems Disposition Plan

The creation of the *Legacy Systems Disposition Plan* is scheduled for completion in draft form in August 2005. The purpose of this plan is to analyze the existing systems, how they will be impacted by ICFS implementation and their impact upon ICFS implementation. This plan will identify any changes required to legacy systems that will interface with ICFS at a high level.

2.1.4.1.1 Hardware Acquisition

For the creation of the *Legacy Systems Disposition Plan*, it is not necessary to acquire new hardware. Therefore, no additional hardware acquisition support is necessary.

2.1.4.1.2 Software Acquisition

For the creation of the *Legacy Systems Disposition Plan*, it is not necessary to acquire new software. Therefore, no additional software acquisition support is necessary.

2.1.4.1.3 Professional Services Acquisition

Staff may be required for the creation of the *Legacy Systems Disposition Plan*. Current system owners as well as HIFMIP project management will need to be involved in this activity. The following table itemizes the professional services support required for this activity.

Table 2-6 Services Acquisition Support for Creating the Systems Disposition Plan

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	07/01/05	09/23/05
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/01/05	09/23/05
Disposition Plan Coordination – HPS	ADMN	Ed Girovasi	07/01/05	09/23/05
Disposition Plan Coordination – DOCS	ADMN	Pauline Figliozzi	07/01/05	09/23/05
Disposition Plan Coordination – SPS	ADMN	Ed Girovasi	07/01/05	09/23/05
Disposition Plan Coordination – HIRTS	ADMN	Barbara Edwards	07/01/05	09/23/05
Disposition Plan Coordination – LAS	OCFO	Gail Dise	07/01/05	09/23/05
Disposition Plan Coordination – HCFSS	OCFO	Karen Wenstrup	07/01/05	09/23/05
Disposition Plan Coordination – FAADS	OCFO	Alice Cullom	07/01/05	09/23/05
Disposition Plan Coordination – LOCCS	OCFO	Gail Dise	07/01/05	09/23/05
Disposition Plan	OCFO	Gail Dise	07/01/05	09/23/05

Coordination – HUDCAPS				
Disposition Plan Coordination – PSCRS	OCFO	Gail Dise	07/01/05	09/23/05
Disposition Plan Coordination – Financial-DM	OCFO	Gail Dise	07/01/05	09/23/05
Disposition Plan Coordination – CCFF	OCFO	Garland Reid	07/01/05	09/23/05
Disposition Plan Coordination – PAS	OCFO	Patricia Payne	07/01/05	09/23/05
Disposition Plan Coordination – DARTS	OCFO	Rudy McKinney	07/01/05	09/23/05
Disposition Plan Coordination – BOSS	OCFO	Garland Reid	07/01/05	09/23/05
Disposition Plan Coordination – IATS	OCFO	Mary Lou Dominguez	07/01/05	09/23/05
Disposition Plan Coordination – HTMS	OCFO	Barry Kahn	07/01/05	09/23/05
Disposition Plan Coordination – IDIS	CPD	Bob Brever	07/01/05	09/23/05
Disposition Plan Coordination – TRACS	OH	Lanier Hylton	07/01/05	09/23/05
Disposition Plan Coordination – WASS	PIH	Gary Faeth	07/01/05	09/23/05
Disposition Plan Coordination – MASS	Ginnie Mae	Wesley Jones	07/01/05	09/23/05
Disposition Plan Coordination - FIMS	OFHEO	Susan Jacobs	07/01/05	09/23/05
Disposition Plan Coordination – FHA-SL	FHA	William Fuentevilla	07/01/05	09/23/05

Project Dependency: The *Legacy Systems Disposition Plan* will be developed based on the assumption that Peoplesoft will be the selected COTS. If Peoplesoft is not selected, the *Legacy Systems Disposition Plan* may need to be updated or modified to reflect the new selection.

2.1.4.2 Perform Data Clean Up

All data to be entered into the new ICFS must be verified prior to conversion activities. Open obligations and un-reconciled or rejected transactions should be reviewed to determine proper disposition prior to conversion. The cleaner the financial data prior to conversion, the easier and more successful the data

conversion will be. Reference data such as program codes, object codes, vendor codes, and other accounting strip values should be reviewed. Invalid and obsolete values should be removed to prevent converting data no longer in use.

2.1.4.2.1 Hardware Acquisition

Data clean up will not require any hardware acquisition support as hardware will not be required.

2.1.4.2.2 Software Acquisition

Data clean up will not require any foreseen software acquisition support.

2.1.4.2.3 Professional Services Acquisition

Additional resources may be required for the data clean up efforts. Resource requirements will depend on the volume of data clean up required to support a smooth ICFS conversion and will be further defined once a conversion methodology is selected. The following table itemizes the professional services required for this activity.

Table 2-7 Services Acquisition Support for Performing Data Clean Up

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	01/09/2006	03/31/2006
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	01/09/2006	03/31/2006
Organizational Systems Support – PIH	PIH	Paul Scott	01/09/2006	03/31/2006
Organizational Support – ADMN	OCFO/ADMN	Gail Dise	01/09/2006	03/31/2006
Organizational Support – CPD	CPD	Laura Marin	01/09/2006	03/31/2006
Organizational Support – OH	OH	Ronald Spraker	01/09/2006	03/31/2006
Organizational Support – OHHLHC	OHHLHC	Michael Hill	01/09/2006	03/31/2006

Project Dependency: This activity can be started at anytime and has no dependencies. However, this activity should be completed prior to the conversion of the data from the legacy systems to the ICFS.

2.1.4.3 Create the System Security Plan

The HIFMIP Project Team must establish an ICFS system security plan prior to implementation of the new system. As HUD's core financial system, it is considered critical to the Department's federal role, and must be protected from loss of data, unauthorized alteration of data, cessation of service, or revealing sensitive information to unauthorized persons. Due to the sensitive nature of the financial information that will exist in the new system, appropriate security features must be in place. The security of interconnected systems is important to ensuring that other systems do not compromise the ICFS application or data.

2.1.4.3.1 Hardware Acquisition

Creation of the system security plan will not require any hardware acquisition support.

2.1.4.3.2 Software Acquisition

Creation of the system security plan will not require any software acquisition support.

2.1.4.3.3 Professional Services Acquisition

Staff may be required for the creation of the system security plan. Additional security awareness and training should be provided annually for general HUD staff and HUD internal contractor development and support staff. Current internal HUD security personnel for the existing financial system should be able to be utilized for security for the new financial system. The following table lists the services acquisition support which may be required for creating the system security plan.

Table 2-8 Services Acquisition Support for Creating the System Security Plan

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	06/01/05	09/22/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	06/01/05	09/22/06
IT Security Support	OCIO	Joyce Little	06/01/05	09/22/06

Project Dependency: The location and COE need to be determined before the system security plan can be finalized since this will have a direct impact on the physical security of the data. Any delay in the selection of the COE and location of the system will impact the system completion date for the system security activity.

2.1.4.4 Establish Systems Environment

A systems environment must be established prior to implementation of the new system. Specific environments will need to be established for software development, unit testing, system testing, training, etc. Most of this activity will be the responsibility of the COE. However, client-side hardware and software may need to be purchased by HUD. If the PeopleSoft alternative is chosen, a systems environment will most likely be supported by 1 Sun v440 web and application server, 1 Sun v440 database server and 1 Windows NT report server running a virtual instance.

2.1.4.4.1 Hardware Acquisition

The systems environment will need to be purchased and set up prior to implementation of the new financial system. The hardware acquisition support required will include OCPO support to purchase any hardware as well as IT support to install the hardware in the appropriate locations. The table below lists the schedule for establishing the systems environment hardware support requirements.

Table 2-9 Hardware Acquisition Support for Establishing the Systems Environment

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	03/31/06	09/30/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	03/31/06	09/30/06

IT Support	OCIO	Dennis Peacock	03/31/06	09/30/06
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2.1.4.4.2 Software Acquisition

Establishing the systems environment will not require any software acquisition support as the Center of Excellence should be responsible for all software set-up and updates.

2.1.4.4.3 Professional Services Acquisition

Staff may be required for establishing the systems environment. Most of the professional staff should be provided as part of the cross service agreement, but, some of the staff will have to coordinated or supplemented with HUD staff. The following table lists the professional services acquisition support which may be required for establishing the systems environment.

Table 2-10 Services Acquisition Support for Establishing the Systems Environment

Support Activity	Organization	Contact Person	Start Date	Completion Date
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	03/31/06	09/30/06
IT Support	OCIO	Dennis Peacock	03/31/06	09/30/06

Project Dependency: The location and COE need to be determined before the required involvement of HUD personnel can be determined. Any delay in the selection of the COE and location of the system will impact the system start date for the acquisition of the hardware.

2.1.4.5 Determine Middleware Products Requirements

The middleware products task involves maintaining one or more middleware products in support of the new financial system. Middleware is software used by data-centric applications to transfer data between XML documents and databases. It is usually lightweight, and usually runs in the same process space as the application. Most of it accesses data in relational databases using ODBC, JDBC, or OLE DB, although some products exist for other types of databases, such as multi-valued databases. Middleware products range from home-grown projects to multi-thousand-dollar data conversion engines. If a Center of Excellence were chosen, middleware products may not be required.

2.1.4.5.1 Hardware Acquisition

The requirements for middleware products will be dependent on the specific COTS package chosen. In order to ensure that the proper hardware requirements are accommodated for middleware products, a team must be established to determine the proper middleware products. Hardware acquisition activities will be dependent on the findings of the middleware products requirements team. The following table lists the hardware acquisition activities which may be necessary based on the team's findings.

Table 2-11 Hardware Acquisition Support for Determining Middleware Product Needs

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support	OCPO	Michael Mee	07/24/06	10/13/06

for key contractors				
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/24/06	10/13/06
IT Middleware Product Needs Support	OCIO	Dennis Peacock	07/24/06	10/13/06

2.1.4.5.2 Software Acquisition

The software required for middleware products will be dependent on the specific COTS package chosen. The IT team will need to be responsible for identifying the software requirements based on the options that are included in the COTS package chosen. The table below lists the required software acquisition support required for this task.

Table 2-12 Software Acquisition Support for Determining Middleware Product Needs

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	07/24/06	10/13/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/24/06	10/13/06
IT Middleware Product Needs Support	OCIO	Dennis Peacock	07/24/06	10/13/06

2.1.4.5.3 Professional Services Acquisition

Depending on the COTS federal financial system selected, IT support staff may be need to be trained on maintaining one or more middleware products, for example BEA System's Tuxedo and JOLT products. The IT department will be required to provide staffing resources in order to determine the middleware product needs to obtain the appropriate management information from the financial system. The table below lists the required services acquisition support required for this task.

Table 2-13 Services Acquisition Support for Determining Middleware Product Needs

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	07/24/06	10/13/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/24/06	10/13/06
IT Middleware Product Needs Support	OCIO	Dennis Peacock	07/24/06	10/13/06

Project Dependency: The selection of the COTS Federal Financial Package, the Center of Excellence (COE), System Integrator, system design and development, modification design and development, and interface design and development will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the middleware product selection will be affected.

2.1.4.6 Establish Capacity Management Plan

The capacity management and planning task involves the operational characteristics of the COTS federal financial system and performance tuning and monitoring of server capacity upgrades. The goal of capacity planning is to provide satisfactory service levels to users in a cost-effective manner. Questions like what type of work is being done, who is doing the work, and how is the work being done need to be determined in order to accurately reflect the capacity plan. It is important as well for HUD to forecast what it will require of the IT systems in the future. After system capacity requirements for the future are identified, a capacity plan should be developed to prepare for it. If properly done, capacity planning can save millions of dollars for an organization.

2.1.4.6.1 Hardware Acquisition

Proactive capacity management balances business requirements with IT resources, so one can consistently deliver quality service at minimum cost while minimizing the risks of higher utilization rates. Capacity management and planning require the constant attention of the IT team. This task ensures that HUD does not reach or exceed its' capacity limits. This may require that hardware be purchased in order to ensure that the system capacities are above required levels. The Center of Excellence will be responsible for purchasing hardware to support HUD's requirements, so no hardware acquisition support is necessary.

2.1.4.6.2 Software Acquisition

Special software may be required for capacity management and planning. The specific software required is dependent on the COTS package selected. HUD will need to ensure that any required software is available for capacity management and planning. The IT team will need to provide support for gaining the necessary software for this task. The schedule of this support will be dependent on the capacity planning schedule and requirements based on the specific COTS package chosen. The following table identifies the software acquisition support necessary for this activity.

Table 2-14 Software Acquisition Support for Establishing the Capacity Management Plan

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	07/01/06	09/30/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/01/06	09/30/06
IT Support	OCIO	Dennis Peacock	07/01/06	09/30/06

2.1.4.6.3 Professional Services Acquisition

Additional staff may be required to determine capacity limits and planning. IT staff will need to be trained in the operational characteristics of the COTS federal financial system to conduct performance tuning, monitor the system, and plan for future server capacity upgrades. The following table lists the services acquisition support which may be required.

Table 2-15 Services Acquisition Support for Establishing the Capacity Management Plan

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support	OCPO	Michael Mee	07/01/06	09/30/06

for key contractors				
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/01/06	09/30/06
IT Support	OCIO	Dennis Peacock	07/01/06	09/30/06

Project Dependency: Special packages contain different capacity limits and requirements. The acquisition support required for capacity planning is dependent upon the selection of the specific COTS package. Any delay in the COTS evaluation and selection will impact the start date for the acquisition of the capacity management plan support services.

2.1.4.7 Create Continuity of Operations Plan (COOP)

The continuity of operations planning task involves the requirement to modify the current COOP standards or to establish new failover or recovery scenarios. The capability of the existing core financial systems to operate in a degraded mode, or to be restored and operated at an alternate facility is essential to the financial systems environment that exists today.

2.1.4.7.1 Hardware Acquisition

Hardware, servers, file systems, and network components require redundancy to provide continuity of operation within the primary facility in the event of hardware failures. Hardware servers can be clustered or operate in a shared database environment so that an alternate server is immediately available in the event of a hardware problem. To determine the continuity of operations plan, it is not necessary to acquire new hardware.

2.1.4.7.2 Software Acquisition

Software requirements for the continuity of operations include the software necessary for system backups as well as continuing operations at a remote site. Although some centers of excellence provide Continuity of Operations Plans (COOP), it is imperative that HUD has a backup in the case that a Center of Excellence is chosen which does not provide a COOP plan. The following table lists the software acquisition support which may be required for a COOP plan.

Table 2-16 Software Acquisition Support for Creating a COOP Plan

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for Necessary Software	OCPO	Michael Mee	07/01/06	09/30/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/01/06	09/30/06
IT Support	OCIO	Dennis Peacock	07/01/06	09/30/06

2.1.4.7.3 Professional Services Acquisition

Additional IT staff may be required to modify current COOP standards or to establish new failover or recovery standards if the COE does not provide a COOP plan and support however, typically this support would be performed by the System Integrator. The following table itemizes the professional services required for this activity if a separate contractor for this effort is desired.

Table 2-17 Services Acquisition Support for Creating a COOP Plan

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	07/01/06	09/30/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/01/06	09/30/06
IT COOP Support	OCIO	Dennis Peacock	07/01/06	09/30/06

Project Dependency: The acquisition support required for the COOP planning is dependent upon the selection of the specific COTS package and COE. Any delay in the COTS/COE evaluation and selection will impact the start date for the acquisition support for this activity.

2.1.5 Perform System Design and Configuration

The system design and configuration task involves the requirement to design and configure the system prior to the go live date. System design, development, and configuration will need to be done for all software to be developed, including software enhancements and modifications, if any, as well as any identified interfaces. (Interfaces will be discussed separately later in this document.) Performing system design and configuration should occur between 04/01/06 and 09/30/06.

2.1.5.1 Create Configuration and Set-up Plan

ICFS must be configured with the system options appropriate for HUD prior to testing and implementation. The System Configuration and Set-Up Plan will map HUD requirements and policy decisions to specific settings and configuration within the selected COTS software package. Set-up will include such items as HUD's appropriation symbols and organization codes, along with the general ledger accounts and posting models.

2.1.5.1.1 Hardware Acquisition

System configuration and set-up will not require any hardware acquisition support.

2.1.5.1.2 Software Acquisition

System configuration and set-up will not require any software acquisition support

2.1.5.1.3 Professional Services Acquisition

Contractor assistance may be needed for the creation of the configuration and set-up plan activity, however, typically this support would be performed by the System Integrator. The following table itemizes the professional services required for this activity if a separate contractor for this effort is desired.

Table 2-18 Services Acquisition Support for Creating the Configuration and Set-up Plan

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	07/03/06	09/22/06

Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/03/06	09/22/06
IT Configuration Support	OCIO	Dennis Peacock	07/03/06	09/22/06

Project Dependency: The COTS Federal Financial Package, the Center of Excellence, and the System Integrator will all be precursors to this activity. If either of the schedules for those activities falls behind the due date, the schedule for the configuration and set-up plan will be affected.

2.1.5.2 Create System Modifications Designs

Once the system has been evaluated, modifications may be necessary. These modifications must be documented in a design document provided to the HIFMIP project management team. This activity may involve software acquisition activities and professional services support acquisition.

2.1.5.2.1 Hardware Acquisition

This activity will not require any hardware acquisition support.

2.1.5.2.2 Software Acquisition

This activity will not require any software acquisition support as long as the necessary software (Microsoft Word, Adobe Acrobat, etc.) is loaded onto the workstations of the personnel working on the design documents. HUD may want to add Visio to its HUDWARE package as well since many software designers use Visio for diagrams and charts.

2.1.5.2.3 Professional Services Acquisition

Professional services acquisition support staff may be required for this activity, however, typically this support would be performed by the System Integrator. The following table itemizes the professional services required for this activity if a separate contractor for this effort is desired. The level of staffing will depend on the number of required modifications and the level of effort associated with each.

Table 2-19 Services Acquisition Support for Creating the System Modifications Designs

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	07/01/06	09/30/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/01/06	09/30/06
IT Support	OCIO	Dennis Peacock	07/01/06	09/30/06

Project Dependency: The COE and Systems Integrator must be selected before this task can begin. In addition, system configuration and set-up should be well under way before this task begins so that the areas for modification can be identified.

2.1.6 Perform Conversion

Conversion is a critical part of any new systems implementation. Both financial and reference data conversion should be considered in this task area. In some systems, use of different document numbering schemes in different business areas or systems can create problems for conversion and interface

processing. While a detailed conversion plan cannot be developed until the COTS software is selected, a high level approach to converting reference and transaction data can be determined in advance. Developing a basic conversion strategy will facilitate data clean-up and preparation for ICFS implementation. By the end of March 2006, the high level strategy should be defined. This will allow the systems integrator to proceed with conversion design. Conversion should be performed between 05/01/06 and 08/20/07.

2.1.6.1 Establish Conversion Strategy and Plan

HUD will need to develop a plan for converting legacy financial data to the new ICFS, as well as reference data such as object codes and vendor codes. The conversion strategy should address areas such as what financial data will be converted and at what level (e.g., open balances, open transactions, all transactions); what reference data will be converted; and any timing and procedural considerations such as pre-paying outstanding vendor invoices prior to conversion so that payments will not need to be converted. A preliminary plan may be developed in Phase I to guide data clean up efforts and legacy system disposition planning. Updates and more detailed development will be necessary once the COTS package and Systems Integrator have been selected.

2.1.6.1.1 Hardware Acquisition

Establishing the conversion strategy and plan will not require any hardware acquisition support as the system integrator should be responsible for the conversion strategy and plan.

2.1.6.1.2 Software Acquisition

Establishing the conversion strategy and plan will not require any software acquisition support as the system integrator should be responsible for the conversion strategy and plan.

2.1.6.1.3 Professional Services Acquisition

The system integrator should be responsible for creating the conversion strategy and plan. Some internal HUD staff involvement may be required to support the system integrator. The following table identifies the professional services acquisition support necessary for this activity.

Table 2-20 Services Acquisition Support for Creating a Conversion Strategy

Support Activity	Organization	Contact Person	Start Date	Completion Date
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	05/01/06	06/09/06

Project Dependency: A detailed conversion plan cannot be developed until the COTS software is selected. The COE needs to be chosen before the required involvement of HUD personnel can be determined. Any delay in the selection of the COE will impact the system start date for this activity.

2.1.6.2 Create Conversion Designs

Conversion design will need to be done for all conversion software to be developed. The conversion development approach will be tailored for the methodology and approach of the selected software vendor and its development and conversion tools.

2.1.6.2.1 Hardware Acquisition

This activity will not require any hardware acquisition support.

2.1.6.2.2 Software Acquisition

This activity will not require any software acquisition support provided the necessary software (Microsoft Word, Adobe Acrobat, etc.) is loaded onto the workstations of the personnel working on the design documents.

2.1.6.2.3 Professional Services Acquisition

Professional services acquisition support staff may be required for this activity however, typically this support would be performed by the System Integrator. The level of staffing will be dependent on the level of conversion performed. The following table itemizes the professional services required for this activity if a separate contractor for this effort is desired.

Table 2-21 Services Acquisition Support for Creating Conversion Designs

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	06/12/06	09/15/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	06/12/06	09/15/06
IT Support	OCIO	Dennis Peacock	06/12/06	09/15/06

Project Dependency: The selection of the COTS Federal Financial Package, the Center of Excellence, and the System Integrator will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the conversion design will be affected.

2.1.6.3 Perform Conversion Development

The conversion development task will need to be done for all conversion software to be developed. The conversion development approach will be tailored for the methodology and approach of the selected software vendor and its development and conversion tools.

2.1.6.3.1 Hardware Acquisition

This activity will not require any hardware acquisition support as the system integrator should be responsible for conversion development.

2.1.6.3.2 Software Acquisition

This activity will not require any software acquisition support as the system integrator should be responsible for the conversion development.

2.1.6.3.3 Professional Services Acquisition

Professional services acquisition support staff may be required for this activity however, typically this support would be performed by the System Integrator. The following table itemizes the professional services required for this activity if a separate contractor for this effort is desired.

Table 2-22 Services Acquisition Support for Performing Conversion Development

Support Activity	Organization	Contact Person	Start Date	Completion Date
Internal HIFMIP	OCFO	Mary	09/18/06	12/08/06

Team Support		Kohlmeier		
IT Support	OCIO	Dennis Peacock	09/18/06	12/08/06

Project Dependency: The selection of the COTS Federal Financial Package, the Center of Excellence, and the System Integrator will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the conversion program development will be affected.

2.1.7 Perform System Integration/Interface with Systems/Subsystems

This task involves the requirement to either interface or integrate non-core financial systems into the core financial system. It is most important to identify all interface requirements prior to implementation of the new core financial system. Failure to identify, properly design, test, and manage needed interfaces with legacy systems may cause system implementation delay and additional cost for rework. This task should occur between 10/01/06 and 09/30/07.

2.1.7.1 Create Interface Designs

This activity involves the creation of designs for any and all interfaces to be used for the implementation of ICFS. All of these design activities will be tailored for the methodology and approach of the selected software vendor and its development. This activity will include interface designs for the following systems:

- E-travel
- HPS/SPS
- Financial Data Mart
- PAS
- Bank Card
- Treasury
- NFC
- SATO

2.1.7.1.1 Hardware Acquisition

Creating interface designs will not require any hardware acquisition support as current hardware can be used for this activity.

2.1.7.1.2 Software Acquisition

Creating interface designs will not require any software acquisition support as current software can be used for this activity.

2.1.7.1.3 Professional Services Acquisition

In addition to the Systems Integrator, support services may be needed from the support staff for the interfaced/integrated systems themselves. The following table identifies the professional services acquisition support necessary for creating interface designs.

Table 2-23 Services Acquisition Support for Creating Interface Designs

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support	OCPO	Michael Mee	05/01/06	07/21/06

for key contractors				
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	05/01/06	07/21/06
IT Interface Design Support	OCIO	Dennis Peacock	05/01/06	07/21/06
HPS/SPS Software support	OCIO	Kevin Stutzman	05/01/06	07/21/06
e-Travel software support	OCIO	Barry Kahn	05/01/06	07/21/06
Financial DataMart	OCFO	Keith Zahner	05/01/06	07/21/06
PAS Support	OCFO	Keith Zahner	05/01/06	07/21/06
SATO Support	SATO	Rhonda Press	05/01/06	07/21/06
Bank Card Support	OCFO	Rhonda Press	05/01/06	07/21/06
Treasury Support	OCFO	Wally Gardner	05/01/06	07/21/06
NFC Support	OCFO	Rita Redder	05/01/06	07/21/06

Project Dependency: The selection of the COTS Federal Financial Package, the Center of Excellence, and the System Integrator will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the interface design task will be affected.

2.1.7.2 Perform Interface Development

The interface development activity involves the requirement to create new, and/or modify existing interfaces for operating with the ICFS. Interfaces will need to be developed for e-Travel, HUD Procurement, and the other interfacing systems. All of these design and development tasks will be tailored for the methodology and approach of the selected software vendor and its development. This will also include maintaining the interfaces for the ICFS.

2.1.7.2.1 Hardware Acquisition

This activity may require any hardware acquisition support depending on the level and complexity of the interfaces developed.

Table 2-24 Hardware Acquisition Support for Interface Development

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	07/24/06	10/13/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/24/06	10/13/06
IT Support	OCIO	Dennis Peacock	07/24/06	10/13/06

2.1.7.2.2 Software Acquisition

Software requirements for the interface development and maintenance include the software necessary for interfacing between systems identified in the FRD. The following table lists the software acquisition support which may be required for the interface development activity.

Table 2-25 Software Acquisition Support for Interface Development

Support Activity	Organization	Contact Person	Start Date	Completion Date
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/24/06	10/13/06
IT Support	OCIO	Dennis Peacock	07/24/06	10/13/06

2.1.7.2.3 Professional Services Acquisition

The system integrator should be responsible for developing the interfaces. Some internal HUD staff involvement may be required to support the system integrator. The IT department will be required to provide staffing resources in order to create and or modify interfaces between systems identified in the FRD. The following table identifies the professional services acquisition support necessary for this activity.

Table 2-26 Services Acquisition Support for Interface Development

Support Activity	Organization	Contact Person	Start Date	Completion Date
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/24/06	10/13/06
IT Interface Development Support	OCIO	Dennis Peacock	07/24/06	10/13/06
HPS/SPS Software support	OCIO	Kevin Stutzman	07/24/06	10/13/06
e-Travel software support	OCIO	Barry Kahn	07/24/06	10/13/06
Financial DataMart	OCFO	Keith Zahner	07/24/06	10/13/06
PAS Support	OCFO	Keith Zahner	07/24/06	10/13/06
SATO Support	SATO	Rhonda Press	07/24/06	10/13/06
Bank Card Support	OCFO	Rhonda Press	07/24/06	10/13/06
Treasury Support	OCFO	Wally Gardner	07/24/06	10/13/06
NFC Support	OCFO	Rita Redder	07/24/06	10/13/06

Project Dependency: The selection of the COTS Federal Financial Package, the Center of Excellence, the System Integrator and the interface designs are all precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the interface development will be affected.

2.1.8 Perform System Testing and Evaluation

The system testing and evaluation task involves performing design, development, unit and system testing, and evaluation for ICFS. Design, development, unit and system testing will need to be done for all software to be developed, including software enhancements and modifications, if any, as well as identified interfaces. Based on the results of the gap analysis, enhancements may be developed for HUD's implementation of the ICFS Specific environments will need to be established for software development, unit testing, system testing, etc. This task should occur between 10/01/06 and 03/31/07.

2.1.8.1 Conduct Interface Testing

The FRD identified numerous systems requiring interfaces to ICFS for phase II. Each of these interfaces should be IV&V tested in accordance with HUD standards to ensure accurate financial information is contained in the COTS package implemented. Additionally, coordination with other project teams will be required to ensure that their implementation dates can be factored into the ICFS plan with a reasonable lead time for development and testing.

2.1.8.1.1 Hardware Acquisition

Interface testing may require hardware acquisition support depending on the hardware requirements of the IV&V team. Hardware to conduct interface testing will include all necessary hardware needed to set up a testing database and the necessary connectivity for the IV&V testing team. The hardware requirement will be dependent on the location of the IV&V team. Coordination with the IV&V team and the HUD IT team is needed to ensure all necessary hardware is obtained and operable. The table below lists the required hardware acquisition support required for this task.

Table 2-27 Hardware Acquisition Support for Interface Testing

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	10/16/06	01/05/07
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	10/16/06	01/05/07
IT Support	OCIO	Dennis Peacock	10/16/06	01/05/07

2.1.8.1.2 Software Acquisition

Interface testing may require software acquisition support depending on the software requirements of the IV&V team. Coordination with the IV&V team and the HUD IT team is needed to ensure all necessary software is procured, loaded in the appropriate locations, and operable. Software to provide on-line access to the COTS federal financial system is supported by a workstation able to run a web browser and with access to the HUD standard network. The IV&V contractor may require additional testing software to support their testing efforts. The table below lists the required software acquisition support required for this task.

Table 2-28 Software Acquisition Support for Interface Testing

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	10/16/06	01/05/07
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	10/16/06	01/05/07
IT Support	OCIO	Dennis Peacock	10/16/06	01/05/07

2.1.8.1.3 Professional Services Acquisition

Professional services acquisition support staff may be required for interface testing. Also coordination with the other systems projects must be done to support the interface testing from all sides. The following table identifies the professional services acquisition support necessary for this activity.

Table 2-29 Services Acquisition Support for Interface Testing

Support Activity	Organization	Contact Person	Start Date	Completion Date
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	10/16/06	01/05/07
IT Support	OCIO	Dennis Peacock	10/16/06	01/05/07
HPS/SPS Software support	OCIO	Kevin Stutzman	10/16/06	01/05/07
e-Travel software support	OCIO	Barry Kahn	10/16/06	01/05/07
Financial DataMart	OCFO	Keith Zahner	10/16/06	01/05/07
PAS Support	OCFO	Keith Zahner	10/16/06	01/05/07
SATO Support	SATO	Rhonda Press	10/16/06	01/05/07
Bank Card Support	OCFO	Rhonda Press	10/16/06	01/05/07
Treasury Support	OCFO	Wally Gardner	10/16/06	01/05/07
NFC Support	OCFO	Rita Redder	10/16/06	01/05/07

Project Dependency: The selection of the COTS Federal Financial Package, the Center of Excellence, System Integrator, and interface design and development will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the interface testing will be affected.

2.1.8.2 Conduct System Modification Testing

All system modifications need to undergo IV&V testing. This activity will ensure that all modifications to the system do not negatively affect the functionality or integrity of the system.

2.1.8.2.1 Hardware Acquisition

System modification testing will not require any hardware acquisition support as the hardware will already have been obtained prior to modification design and development. Hardware to conduct system modification testing will include all necessary hardware needed to set up a testing database and the necessary connectivity for the IV&V testing team. The hardware requirement will be dependent on the location of the IV&V team. Coordination with the IV&V team and the HUD IT team is needed to ensure all necessary hardware is obtained and operable.

2.1.8.2.2 Software Acquisition

System modification testing will not require any software acquisition support as the software will already have been obtained prior to modification design and development. Software to provide on-line access to the COTS federal financial system is supported by a workstation able to run a web browser and with access to the HUD standard network. The IV&V contractor may also require additional testing software to support their testing efforts. HUD will need to ensure that all necessary software is available to the IV&V team for testing purposes.

2.1.8.2.3 Professional Services Acquisition

Professional services acquisition support staff may be required for this activity. The following table identifies the professional services acquisition support necessary for system modification testing.

Table 2-30 Services Acquisition Support for System Modification Testing

Support Activity	Organization	Contact Person	Start Date	Completion Date
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	10/16/06	01/05/07
IT Support	OCIO	Dennis Peacock	10/16/06	01/05/07

Project Dependency: The selection of the COTS Federal Financial Package, the Center of Excellence, System Integrator, and system modification design and development will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the system modification testing will be affected.

2.1.8.3 Perform Conversion Testing

All conversion programs will need to undergo conversion IV&V testing. Additionally, coordination with other HUD IT projects will be required to ensure that their implementation dates can be factored into the ICFS plan with a reasonable lead time for development and testing.

2.1.8.3.1 Hardware Acquisition

This activity will not require any hardware acquisition support as the system integrator should be responsible for the conversion strategy, plan, and testing. Hardware to conduct conversion testing will include all necessary hardware needed to set up a testing database and the necessary connectivity for the IV&V testing team. The hardware requirement will be dependent on the location of the IV&V team. The hardware used for conversion development should be used for conversion testing. Coordination with the IV&V team and the HUD IT team is needed to ensure all necessary hardware is obtained and operable.

2.1.8.3.2 Software Acquisition

This activity will not require any software acquisition support as the system integrator should be responsible for the conversion strategy, plan and testing. Software to provide on-line access to the COTS federal financial system is supported by a workstation able to run a web browser and with access to the HUD standard network. This is the only software required for this task. HUD will need to ensure that all software necessary is available to the IV&V team for testing purposes.

2.1.8.3.3 Professional Services Acquisition

Professional services acquisition support staff may be required for conversion testing. Procurement will need to assist the HIFMIP team in gaining the necessary contracts for this task. The schedule of this procurement support will be dependent on the actual begin testing date as determined by the HIFMIP Project team. The following table identifies the professional services acquisition support necessary for this activity.

Table 2-31 Services Acquisition Support for Conversion Testing

Support Activity	Organization	Contact Person	Start Date	Completion Date
Internal HIFMIP	OCFO	Mary	12/11/06	03/16/07

Team Support		Kohlmeier		
IT Support	OCIO	Dennis Peacock	12/11/06	03/16/07

Project Dependency: The selection of the COTS Federal Financial Package, the Center of Excellence, System Integrator, and conversion designs and development will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the conversion testing will be affected.

2.1.9 Performing System Piloting and Implementation

The system piloting and implementation task involves the set-up and operation of a pilot region of the COTS financial system for testing and evaluation purposes. A pilot systems implementation is a way to mitigate risk while implementing ICFS for OCFO. A pilot provides a limited-scope implementation to test particular criteria, to demonstrate or prove particular functionality or features, or to operate for a defined sub-set of the entire organization. A small group of trained users provides additional support and expertise for the remainder of the OCFO organization. It is critical not to have an extensive scope for the pilot phase to accommodate speed to value. The scope of the pilot should encompass enough functionality to provide value to the users. HUD is currently analyzing the options for pilot implementation. This task should occur between 04/01/07 and 09/30/07.

2.1.9.1 Conducting Pilot Configuration and Environmental Set-up

In selecting a pilot, HUD should define organizational components, functions or budgetary components that will allow the best limited scope testing while ensuring an overall successful outcome. Using the configuration that best represents the unique business processes of HUD, is essential to the success of the pilot implementation.

2.1.9.1.1 Hardware Acquisition

This activity will not require any hardware acquisition support as the Center of Excellence and system integrator should be responsible for the pilot configuration and environmental set-up.

2.1.9.1.2 Software Acquisition

This activity will not require any software acquisition support as the Center of Excellence and system integrator should be responsible for the pilot configuration and environmental set-up.

2.1.9.1.3 Professional Services Acquisition

This activity will not require any professional services acquisition support as the Center of Excellence and system integrator should be responsible for the pilot configuration and environmental set-up.

Project Dependency: The selection of the COTS Federal Financial Package, the Center of Excellence, and the System Integrator, interface design and development, conversion design and development, and system modification design and development will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the pilot configuration and environmental set-up will be affected.

2.1.9.2 Performing Pilot Data Conversion

The pilot conversion activity will need to be done for all conversion data to be used to populate the pilot database. The conversion development approach will be tailored for the methodology and approach of the selected software vendor and its development and conversion tools.

2.1.9.2.1 Hardware Acquisition

This activity will not require any hardware acquisition support as the Center of Excellence and the system integrator should be responsible for the pilot conversion effort.

2.1.9.2.2 Software Acquisition

This activity will not require any software acquisition support as the Center of Excellence and the system integrator should be responsible for the pilot conversion effort.

2.1.9.2.3 Professional Services Acquisition

Professional services acquisition support staff may be required for this activity. Additional resources may be required to assist with the pilot conversion efforts for troubleshooting and completeness and accuracy of information. The following table identifies the professional services acquisition support necessary for this activity.

Table 2-32 Services Acquisition Support for Performing Pilot Data Conversion

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	04/11/07	04/30/07
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	04/11/07	04/30/07
IT Support	OCIO	Dennis Peacock	04/11/07	04/30/07
COE Conversion Support	COE	TBD	04/11/07	04/30/07

Project Dependency: The selection of the COTS Federal Financial Package, the Center of Excellence, and the System Integrator, interface design and development, conversion design and development, and system modification design and development will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the pilot data conversion will be affected.

2.1.9.3 Perform Pilot Operations

A pilot operates in a live simulation mode in order to give an idea of how the real environment “live” operation will perform. The pilot operations will need to be performed and maintained like a real live environment to obtain the greatest degree of information learning from it. These operations will be the responsibility of the Center of Excellence and the system integrator.

2.1.9.3.1 Hardware Acquisition

This activity will not require any hardware acquisition support as the system integrator should be responsible for the pilot operations.

2.1.9.3.2 Software Acquisition

This activity will not require any software acquisition support as the system integrator should be responsible for the pilot operations.

2.1.9.3.3 Professional Services Acquisition

Professional services acquisition support staff may be required for this activity. Personnel for this activity will be dependent on the organization(s) chosen for pilot implementation. The following table identifies the professional services acquisition support necessary for this activity.

Table 2-33 Services Acquisition Support for Performing Pilot Operations

Support Activity	Organization	Contact Person	Start Date	Completion Date
Organizational Input Support for Pilot	TBD	TBD	04/30/07	09/14/07
COE Support for Pilot	COE	TBD	04/30/07	09/14/07
IT Support	OCIO	Dennis Peacock	04/30/07	09/14/07

Project Dependency: The selection of the COTS Federal Financial Package, the Center of Excellence, and the System Integrator, interface design and development, conversion design and development, and system modification design and development will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the pilot operations task will be affected.

2.1.9.4 Perform Pilot Evaluation

Once the pilot has been configured, set-up and operated, it is important that the pilot be evaluated to determine how well the product and its HUD-specific configuration met the unique business processes of HUD. This evaluation will be a collaborative effort between HUD and the COE/Systems Integrator.

2.1.9.4.1 Hardware Acquisition

This activity will not require any hardware acquisition support as the Center of Excellence and systems integrator should be responsible for the pilot evaluation.

2.1.9.4.2 Software Acquisition

This activity will not require any software acquisition support as the Center of Excellence and systems integrator should be responsible for the pilot evaluation.

2.1.9.4.3 Professional Services Acquisition

Professional services acquisition support staff may be required for this activity. The following table identifies the professional services acquisition support necessary for the pilot evaluation.

Table 2-34 Services Acquisition Support for Performing Pilot Evaluation

Support Activity	Organization	Contact Person	Start Date	Completion Date
Organizational Input Support for Pilot	TBD	TBD	09/17/07	09/28/07
COE Support for Pilot	COE	TBD	09/17/07	09/28/07
Acquisition support for key contractors	OCPO	Michael Mee	09/17/07	09/28/07
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	09/17/07	09/28/07

Project Dependency: The COTS Federal Financial Package selection, the Center of Excellence selection, and the System Integrator selection, interface design and development, conversion design and development, and system modification design and development will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the pilot evaluation task will be affected.

2.1.9.5 Perform Software Installation

The ICFS must be installed in all locations specified according to the COE and system integrator prior to the go live date as decided by the HIFMIP team. Once hardware and software environments have been established for ICFS, the baseline COTS software will need to be installed. If initial installation is handled by the COE, software may already be installed and ready for use at the COE.

2.1.9.5.1 Hardware Acquisition

The hardware acquisition support required for this activity will be dependent on the cross-service agreement with the COE. Some IT department hardware acquisition may be required. The following table identifies the details on the hardware acquisition support required.

Table 2-35 Hardware Acquisition Support for Performing Software Installation

Support Activity	Organization	Contact Person	Start Date	Completion Date
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	05/21/07	05/29/07
IT Support	OCIO	Dennis Peacock	05/21/07	05/29/07

2.1.9.5.2 Software Acquisition

Software installation will require the COTS package software to be installed in any and all locations specified by the COE. It will be the responsibility of the HUD IT team to ensure all software is installed in the correct locations according to the schedule provided by the HIFMIP Project team. Once environments have been established for ICFS, the baseline COTS software will need to be installed. If initial installation is handled by the COE, software may already be installed and ready for use at the COE.

2.1.9.5.3 Professional Services Acquisition

Staff may be required for assistance with software installation. The amount of assistance will be dependent on the COE and the system chosen and how well the system can be utilized with existing infrastructure. The following table identifies the professional services acquisition support necessary for this activity.

Table 2-36 Services Acquisition Support for Performing Software Installation

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	07/01/06	09/30/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/01/06	09/30/06

IT Support	OCIO	Dennis Peacock	07/01/06	09/30/06
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Project Dependency: The location and COE need to be determined before the required involvement of HUD personnel can be determined. Any delay in the selection of the COE and location of the system will impact the start date for the support for this activity.

2.1.10 Perform Training

The training task involves the requirement to train HUD users on the new financial system. This task should occur between 6/01/06 and 09/28/07.

2.1.10.1 Create a Training Plan

HUD needs to develop a training strategy and plan. The training plan will document the approach to user training, identify which users will be trained, and document what type of training each user or category of user will need.

2.1.10.1.1 Hardware Acquisition

This activity will not require any hardware acquisition support as HUD can utilize current hardware to create the training plan.

2.1.10.1.2 Software Acquisition

This activity will not require any software acquisition support as HUD can utilize current software to create the training plan.

2.1.10.1.3 Professional Services Acquisition

Professional services acquisition support staff may be required for creating the training plan although typically, the systems integrator would perform this task. In addition, coordination with all HUD organizations must be performed to ensure all appropriate staff is trained. Please refer to the list of POCs in Section 1.6.1 for a list of contacts from each organization. The following table identifies the professional services acquisition support necessary for this activity.

Table 2-37 Services Acquisition Support for Creating the Training Plan

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	06/01/06	08/02/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	06/01/06	08/02/06
HUD Training	OCFO	Gail Dise	06/01/06	08/02/06

Project Dependency: The COTS Federal Financial Packages selection, the Center of Excellence selection, System Integrator selection, system design and development, interface design and development, and system conversion design and development will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for creating the training plan may be affected.

2.1.10.2 Create User Documentation and Procedures

Documentation will be developed to assist users with ICFS. This documentation will include users manuals, quick reference guides, operational documentation, and procedures documents as defined in the user support plan.

2.1.10.2.1 Hardware Acquisition

This activity will not require any hardware acquisition support as HUD can utilize current hardware to create the user documentation and procedures manuals.

2.1.10.2.2 Software Acquisition

This activity will not require any software acquisition support as HUD can utilize current software to create the user documentation and procedures manuals.

2.1.10.2.3 Professional Services Acquisition

Professional services acquisition support staff may be required for creating the user documentation and procedures manuals although typically this activity would be performed by the systems integrator. If additional contractor support is desired, the following table identifies the professional services acquisition support necessary for this activity.

Table 2-38 Services Acquisition Support for Creating User Documentation and Procedures

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	06/01/07	07/26/07
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	06/01/07	07/26/07
HUD Training	OCFO	Gail Dise	06/01/07	07/26/07

Project Dependency: The COTS Federal Financial Package selection, the Center of Excellence selection, System Integrator selection, system design and development, interface design and development, and system conversion design and development will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the creating user documentation and procedures may be affected.

2.1.10.3 Establish Training Environment

A specific environment will need to be established for training. This task will be the responsibility of the COE. ICFS will need to be configured with the system options appropriate for HUD. Reference data and training transactions will also need to be created in the training database as a part of this task.

2.1.10.3.1 Hardware Acquisition

This activity will not require any hardware acquisition support as the Center of Excellence service provider should be responsible for establishing the training environment.

2.1.10.3.2 Software Acquisition

This activity will not require any software acquisition support as the Center of Excellence service provider should be responsible for establishing the training environment.

2.1.10.3.3 Professional Services Acquisition

This activity will not require any professional services acquisition support as the Center of Excellence service provider should be responsible for establishing the training environment.

Project Dependency: The COTS Federal Financial Package selection, the Center of Excellence selection, System Integrator selection, system design and development, interface design and development, and system conversion design and development will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the training environment establishment will be affected.

2.1.10.4 Conduct User Training

Users will be trained according to the training strategy developed in the training plan using training materials and methods designed according to the plan.

2.1.10.4.1 Hardware Acquisition

This activity will not require any hardware acquisition support as HUD should be able to utilize current hardware for conducting user training.

2.1.10.4.2 Software Acquisition

This activity will not require any software acquisition support as HUD should be able to utilize the COTS training database software for conducting user training.

2.1.10.4.3 Professional Services Acquisition

Professional services acquisition support staff may be required for conducting user training. This support will be to ensure that all training facilities are loaded with the proper COTS training database software and utilities. The following table identifies the professional services acquisition support necessary for this activity.

Table 2-39 Services Acquisition Support for Conducting User Training

Support Activity	Organization	Contact Person	Start Date	Completion Date
HUD Training	OCFO	Gail Dise	07/02/07	09/21/07
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/02/07	09/21/07
IT Training System Setup Support	OCIO	Dennis Peacock	07/02/07	09/21/07

Project Dependency: The selection of the COTS Federal Financial Package, the Center of Excellence, and System Integrator, the system design and development, interface design and development, system conversion design and development, and the training plan will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for conducting user training may be affected.

2.1.11 System Operation and Maintenance

The system operation and maintenance task involves the requirement to perform system and database administration on the COTS federal financial system. This task also represents the basic operation of ICFS once it is put into production. Normal operations should be the responsibility of the COE.

2.1.11.1 Conduct Financial Reporting Review

Financial reports should be standardized HUD-wide, where possible. HUD should take inventory of all financial reports and determine if there are any reports that are no longer needed. Similar reports should be compared to determine if the needs can be met by a consolidated report. Additional reporting requirements will be documented, and any new reports may be developed in a later phase.

2.1.11.1.1 Hardware Acquisition

This activity will not require any hardware acquisition support as HUD can utilize current hardware to conduct the financial reporting review.

2.1.11.1.2 Software Acquisition

This activity will not require any software acquisition support as HUD can utilize current software to conduct the financial reporting review.

2.1.11.1.3 Professional Services Acquisition

Professional services acquisition support staff may be required to conduct the financial reporting review. Each organization should research their own financial reports to conduct an individual assessment of their reporting needs. The following table identifies the professional services acquisition support necessary for this activity.

Table 2-40 Services Acquisition Support for Conducting a Financial Reporting Review

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	10/03/05	03/31/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	10/03/05	03/31/06
IT Support	OCIO	Dennis Peacock	10/03/05	03/31/06
Organizational Systems Support – PIH	PIH	Paul Scott	10/03/05	03/31/06
Organizational Support – ADMN	OCFO/ADMN	Gail Dise	10/03/05	03/31/06
Organizational Support – CPD	CPD	Laura Marin	10/03/05	03/31/06
Organizational Support – OH	OH	Ronald Spraker	10/03/05	03/31/06
Organizational Support – OHHLHC	OHHLHC	Michael Hill	10/03/05	03/31/06

Project Dependency: There are no project dependencies for this activity.

2.1.11.2 Create User Support Plan

HUD needs to develop a user support plan to determine a strategy for providing user support, and to determine what type of support each category of user will need. The user support plan will address how user support will be provided, e.g., hotline, onsite, quick reference guides or cheat sheets. It could also tailor user support by user category or office, if necessary.

2.1.11.2.1 Hardware Acquisition

This activity will not require any hardware acquisition support as HUD can utilize current hardware to create the user support plan.

2.1.11.2.2 Software Acquisition

This activity will not require any software acquisition support as HUD can utilize current software to create the user support plan.

2.1.11.2.3 Professional Services Acquisition

Professional services acquisition support staff may be required to create the user support plan however typically this task is performed by the systems integrator. The following table identifies the professional services acquisition support necessary for this activity if additional resources are required.

Table 2-41 Services Acquisition Support for Creating the User Support Plan

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	09/02/06	10/03/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	09/02/06	10/03/06

Project Dependency: The selection of the COTS Federal Financial Package, the Center of Excellence, and the System Integrator will all be precursors to this activity. If any of the schedules for those activities falls behind the due date, the schedule for the creating the user support plan will be affected.

2.1.11.3 Provide User Support

During the initial period after ICFS goes live, it is likely that significant user support will be required while users gain familiarity and go up the learning curve with the new system. The user support plan will have defined methods of providing this support. This activity reflects execution of the support defined in that plan.

2.1.11.3.1 Hardware Acquisition

This activity will not require any hardware acquisition support as existing hardware will be used for providing user support.

2.1.11.3.2 Software Acquisition

This activity will not require any software acquisition support as existing software (such as STARS) will be used for providing user support.

2.1.11.3.3 Professional Services Acquisition

Professional services acquisition support staff may be required for providing user support. The following table identifies the professional services acquisition support necessary for this activity.

Table 2-42 Services Acquisition Support for Creating a Conversion Strategy

Support Activity	Organization	Contact Person	Start Date	Completion Date
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Acquisition support for key contractors	OCPO	Michael Mee	10/01/07	12/31/07
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	10/01/07	12/31/07

Project Dependency: The implementation of the COTS Federal Financial Package will be the precursor to the need to provide user support. If the schedule for implementation of the COTS Federal Financial Package falls behind the expected date, the schedule for providing user support will be affected.

2.1.11.4 Determine Need for Reporting/On-line Analytical Processing (OLAP) Products

The need for reporting/OLAP products task involves procuring new reporting and on-line analytical processing (OLAP) tools for the new system. This may or not be necessary depending on what the system can provide in comparison to HUD's needs.

2.1.11.4.1 Hardware Acquisition

The hardware required for the reporting/OLAP task will include the existing hardware required for the ICFS. Additional hardware requirements will be dependent on the unfulfilled reporting requirements by the new financial system. Hyperion and most other reporting products will be compatible with current system architecture. No other hardware is expected to be needed at this time.

2.1.11.4.2 Software Acquisition

The software required for the reporting/OLAP task will be dependent on the reporting requirements not met by the new financial system. HUD currently operates the Hyperion enterprise suite. Most other reporting software tools will be comparable to Hyperion, but it may be required to acquire additional software for reporting needs. The following table identifies the software acquisition support necessary for this activity.

Table 2-43 Software Acquisition Support for Reporting/OLAP Requirements

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for reporting software	OCPO	Michael Mee	07/24/06	10/13/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/24/06	10/13/06
IT Reporting Support	OCIO	Dennis Peacock	07/24/06	10/13/06

2.1.11.4.3 Professional Services Acquisition

Depending on the COTS federal financial system selected, IT support staff may need to be trained on new reporting and OLAP tools. Additional development resources may be required for modifications or newer versions of financial reports, enhancements, or maintenance of the OLAP environment. The following table identifies the professional services acquisition support necessary for this activity.

Table 2-44 Services Acquisition Support for Reporting/OLAP Requirements

Support Activity	Organization	Contact Person	Start Date	Completion Date
Acquisition support for key contractors	OCPO	Michael Mee	07/24/06	10/13/06
Internal HIFMIP Team Support	OCFO	Mary Kohlmeier	07/24/06	10/13/06
IT Middleware Product Needs Support	OCIO	Dennis Peacock	07/24/06	10/13/06

Project Dependency: The software required for reporting/OLAP needs is dependent upon the selection of the specific COTS package. Any delay in the COTS evaluation and selection will impact the start date for the acquisition of the reporting/OLAP tools.

2.1.12 OFHEO, Ginnie Mae and FHA Integration

The OFHEO, Ginnie Mae, and FHA integration task will involve each of the tasks and activities performed for the OCFO implementation as described in the previous sections of this document. These implementations will follow the same steps but will all occur during FY 2008 and beyond. Each of the agencies has unique features and independent schedules which will be documented and decided at a later date.

2.1.12.1 *FHA*

FHA is currently in the midst of its Subsidiary Ledger Project. The FHA Comptroller developed the FHA Blueprint for financial management systems in April 2001 to describe FHA's goals and objectives for financial management systems and operations. FHA's Blueprint, executed in three phases, incorporates the use of a new COTS software package to function as a subsidiary ledger that will capture and report on FHA's financial transactions in a manner consistent with Federal rules and regulations. The COTS product is certified OFFM (formerly JFMIP) compliant. The new system will provide the ability to perform timely funds control, track budgetary resources, produce financial statements directly from the general ledger, and improve FHA's ability to manage financial risk.

FHA achieved the first major milestone of the FHA subsidiary Ledger project October 2002 by implementing the new general ledger module of its COTS financial package. The project will continue to transition all core financial functions to their COTS system; part of this process is to evaluate current subsidiary systems and identify those systems that will be replaced, consolidated or integrated/interfaced to the COTS financial system. FHA will be considered in Stage II-2 of ICFS implementation.

2.1.12.2 *Ginnie Mae*

Ginnie Mae is scheduled to award a contract to an external service provider in FY 2005 to provide maintenance and support services to the organization for their financial systems. The contract requires the service provider to administer and maintain all government furnished information technology software and applications (GFITSA) and non-GFITSA under the contract in accordance with all applicable Federal laws and regulations. Ginnie Mae has developed a plan to initiate the modernization and potential replacement of their current core accounting system to ensure their financial management organization has sufficient systems and processes to support their operations. Ginnie Mae will be considered in Stage II-3 of ICFS implementation.

2.1.12.3 OFHEO

OFHEO is a component of HUD's consolidated financial statements and is currently implementing a COTS software system to support their operations. They have been asked to participate in HIFMIP and consider transition to the single integrated financial management system and external service provider when they have completed their own financial system initiative, and the OCFO has completed their transition to the enterprise system and external service provider. OFHEO will be considered in Stage II-4 of ICFS implementation.

2.2 Timeframe

This section provides a detailed schedule of acquisition activities and expected delivery dates for all tasks listed in Section 2.1. This table does not include internal HIFMIP team support as it is required for all tasks at least at an oversight level.

Table 2-45 System Support and Acquisition Timeframe Table

Acquisition Activity	Activity	Status	Org	Start	Finish	Duration in Months
FY 2005						
Services Acquisition Support for Creating the System Security Plan	IT Security Support	In Process	OCIO	6/1/2005	9/22/2006	16
Services Acquisition Support for Creating the System Security Plan	Acquisition support for key contractors	In Process	OCPO	6/1/2005	9/22/2006	16
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – DOCS		ADMN	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – HIRTS		ADMN	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – SPS		ADMN	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – IDIS		CPD	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – FHA-SL		FHA	7/1/2005	9/23/2005	3

2.0 Support and Acquisition Activities

Acquisition Activity	Activity	Status	Org	Start	Finish	Duration in Months
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – MASS		Ginnie Mae	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – BOSS		OCFO	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – DARTS		OCFO	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – FAADS		OCFO	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – Financial-DM		OCFO	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – HCFSS		OCFO	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – HTMS		OCFO	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – IATS		OCFO	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – LAS		OCFO	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – LOCCS		OCFO	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – PSCRS		OCFO	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Acquisition support for key contractors		OCPO	7/1/2005	9/23/2005	3

2.0 Support and Acquisition Activities

Acquisition Activity	Activity	Status	Org	Start	Finish	Duration in Months
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – TRACS		OH	7/1/2005	9/23/2005	3
Services Acquisition Support for Creating the Systems Disposition Plan	Disposition Plan Coordination – WASS		PIH	7/1/2005	9/23/2005	3
Services Acquisition Support for Evaluating COE and Systems Integrator	PMO Support		OCFO	7/1/2005	3/31/2006	9
Services Acquisition Support for Evaluating COE and Systems Integrator	Acquisition support for key contractors		OCPO	7/1/2005	3/31/2006	9
Services Acquisition Support for Evaluating OCFO IV&V Support Team	Acquisition support for key contractors		OCPO	7/1/2005	3/31/2006	9
Services Acquisition Support for Evaluating the COTS Software Package	PMO Support		OCFO	9/30/2005	10/31/2005	1
Hardware Acquisition Support for Evaluating the COTS Software Package	IT Support		OCIO	9/30/2005	10/31/2005	1
Software Acquisition Support for Evaluating the COTS Software Package	IT Support		OCIO	9/30/2005	10/31/2005	1
Hardware Acquisition Support for Evaluating the COTS Software Package	Acquire Necessary Evaluation Hardware		OCPO	9/30/2005	10/31/2005	1
Software Acquisition Support for Evaluating the COTS Software Package	Acquire Necessary Evaluation Software		OCPO	9/30/2005	10/31/2005	1
Services Acquisition Support for Evaluating the COTS Software Package	Acquisition support for key contractors		OCPO	9/30/2005	10/31/2005	1
FY 2006						

2.0 Support and Acquisition Activities

Acquisition Activity	Activity	Status	Org	Start	Finish	Duration in Months
Services Acquisition Support for Conducting a Financial Reporting Review	Organizational Support – CPD		CPD	10/3/2005	3/31/2006	6
Services Acquisition Support for Conducting a Financial Reporting Review	Organizational Support – OHHLHC		OHHLHC	10/3/2005	3/31/2006	6
Services Acquisition Support for Conducting a Financial Reporting Review	Organizational Support – ADMN		OCFO/ADMN	10/3/2005	3/31/2006	6
Services Acquisition Support for Conducting a Financial Reporting Review	IT Support		OCIO	10/3/2005	3/31/2006	6
Services Acquisition Support for Conducting a Financial Reporting Review	Acquisition support for key contractors		OCPO	10/3/2005	3/31/2006	6
Services Acquisition Support for Conducting a Financial Reporting Review	Organizational Support – OH		OH	10/3/2005	3/31/2006	6
Services Acquisition Support for Conducting a Financial Reporting Review	Organizational Systems Support – PIH		PIH	10/3/2005	3/31/2006	6
Services Acquisition Support for Performing Data Clean Up	Organizational Support – CPD		CPD	1/9/2006	3/31/2006	3
Services Acquisition Support for Performing Data Clean Up	Organizational Support – OHHLHC		OHHLHC	1/9/2006	3/31/2006	3
Services Acquisition Support for Performing Data Clean Up	Organizational Support – ADMN		OCFO/ADMN	1/9/2006	3/31/2006	3
Services Acquisition Support for Performing Data Clean Up	Acquisition support for key contractors		OCPO	1/9/2006	3/31/2006	3
Services Acquisition Support for Performing Data Clean Up	Organizational Support – OH		OH	1/9/2006	3/31/2006	3
Services Acquisition Support for Performing Data Clean Up	Organizational Systems Support – PIH		PIH	1/9/2006	3/31/2006	3

2.0 Support and Acquisition Activities

Acquisition Activity	Activity	Status	Org	Start	Finish	Duration in Months
Hardware Acquisition Support for Establishing the Systems Environment	IT Support		OCIO	3/31/2006	9/30/2006	6
Services Acquisition Support for Establishing the Systems Environment	IT Support		OCIO	3/31/2006	9/30/2006	6
Hardware Acquisition Support for Establishing the Systems Environment	Acquisition support for key contractors		OCPO	3/31/2006	9/30/2006	6
Services Acquisition Support for Creating Interface Designs	Bank Card Support		OCFO	5/1/2006	7/21/2006	3
Services Acquisition Support for Creating Interface Designs	Financial DataMart Support		OCFO	5/1/2006	7/21/2006	3
Services Acquisition Support for Creating Interface Designs	NFC Support		OCFO	5/1/2006	7/21/2006	3
Services Acquisition Support for Creating Interface Designs	PAS Support		OCFO	5/1/2006	7/21/2006	3
Services Acquisition Support for Creating Interface Designs	Treasury Support		OCFO	5/1/2006	7/21/2006	3
Services Acquisition Support for Creating Interface Designs	e-Travel software support		OCIO	5/1/2006	7/21/2006	3
Services Acquisition Support for Creating Interface Designs	HPS/SPS Software support		OCIO	5/1/2006	7/21/2006	3
Services Acquisition Support for Creating Interface Designs	IT Interface Design Support		OCIO	5/1/2006	7/21/2006	3
Services Acquisition Support for Creating Interface Designs	Acquisition support for key contractors		OCPO	5/1/2006	7/21/2006	3
Services Acquisition Support for Creating Interface Designs	SATO Support		SATO	5/1/2006	7/21/2006	3
Services Acquisition Support for Creating the Training Plan	HUD Training		OCFO	6/1/2006	8/2/2006	2

2.0 Support and Acquisition Activities

Acquisition Activity	Activity	Status	Org	Start	Finish	Duration in Months
Services Acquisition Support for Creating the Training Plan	Acquisition support for key contractors		OCPO	6/1/2006	8/2/2006	2
Services Acquisition Support for Creating Conversion Designs	IT Support		OCIO	6/12/2006	9/15/2006	3
Services Acquisition Support for Creating Conversion Designs	Acquisition support for key contractors		OCPO	6/12/2006	9/15/2006	3
Services Acquisition Support for Creating a COOP Plan	IT COOP Support		OCIO	7/1/2006	9/30/2006	3
Software Acquisition Support for Establishing the Capacity Management Plan	IT Support		OCIO	7/1/2006	9/30/2006	3
Services Acquisition Support for Establishing the Capacity Management Plan	IT Support		OCIO	7/1/2006	9/30/2006	3
Software Acquisition Support for Creating a COOP Plan	IT Support		OCIO	7/1/2006	9/30/2006	3
Services Acquisition Support for Creating the System Modifications Designs	IT Support		OCIO	7/1/2006	9/30/2006	3
Services Acquisition Support for Performing Software Installation	IT Support		OCIO	7/1/2006	9/30/2006	3
Software Acquisition Support for Establishing the Capacity Management Plan	Acquisition support for key contractors		OCPO	7/1/2006	9/30/2006	3
Services Acquisition Support for Establishing the Capacity Management Plan	Acquisition support for key contractors		OCPO	7/1/2006	9/30/2006	3
Services Acquisition Support for Creating a COOP Plan	Acquisition support for key contractors		OCPO	7/1/2006	9/30/2006	3

2.0 Support and Acquisition Activities

Acquisition Activity	Activity	Status	Org	Start	Finish	Duration in Months
Services Acquisition Support for Creating the System Modifications Designs	Acquisition support for key contractors		OCPO	7/1/2006	9/30/2006	3
Services Acquisition Support for Performing Software Installation	Acquisition support for key contractors		OCPO	7/1/2006	9/30/2006	3
Software Acquisition Support for Creating a COOP Plan	Acquisition support for Necessary Software		OCPO	7/1/2006	9/30/2006	3
Services Acquisition Support for Creating the Configuration and Set-up Plan	IT Configuration Support		OCIO	7/3/2006	9/22/2006	3
Services Acquisition Support for Creating the Configuration and Set-up Plan	Acquisition support for key contractors		OCPO	7/3/2006	9/22/2006	3
Services Acquisition Support for Interface Development	Bank Card Support		OCFO	7/24/2006	10/13/2006	3
Services Acquisition Support for Interface Development	Financial DataMart Support		OCFO	7/24/2006	10/13/2006	3
Services Acquisition Support for Interface Development	NFC Support		OCFO	7/24/2006	10/13/2006	3
Services Acquisition Support for Interface Development	PAS Support		OCFO	7/24/2006	10/13/2006	3
Services Acquisition Support for Interface Development	Treasury Support		OCFO	7/24/2006	10/13/2006	3
Services Acquisition Support for Interface Development	e-Travel software support		OCIO	7/24/2006	10/13/2006	3
Services Acquisition Support for Interface Development	HPS/SPS Software support		OCIO	7/24/2006	10/13/2006	3
Services Acquisition Support for Interface Development	IT Interface Development Support		OCIO	7/24/2006	10/13/2006	3
Hardware Acquisition Support for Determining Middleware Product Needs	IT Middleware Product Needs Support		OCIO	7/24/2006	10/13/2006	3

2.0 Support and Acquisition Activities

Acquisition Activity	Activity	Status	Org	Start	Finish	Duration in Months
Software Acquisition Support for Determining Middleware Product Needs	IT Middleware Product Needs Support		OCIO	7/24/2006	10/13/2006	3
Services Acquisition Support for Determining Middleware Product Needs	IT Middleware Product Needs Support		OCIO	7/24/2006	10/13/2006	3
Services Acquisition Support for Reporting/OLAP Requirements	IT Middleware Product Needs Support		OCIO	7/24/2006	10/13/2006	3
Software Acquisition Support for Reporting/OLAP Requirements	IT Reporting Support		OCIO	7/24/2006	10/13/2006	3
Hardware Acquisition Support for Interface Development	IT Support		OCIO	7/24/2006	10/13/2006	3
Software Acquisition Support for Interface Development	IT Support		OCIO	7/24/2006	10/13/2006	3
Hardware Acquisition Support for Determining Middleware Product Needs	Acquisition support for key contractors		OCPO	7/24/2006	10/13/2006	3
Software Acquisition Support for Determining Middleware Product Needs	Acquisition support for key contractors		OCPO	7/24/2006	10/13/2006	3
Services Acquisition Support for Determining Middleware Product Needs	Acquisition support for key contractors		OCPO	7/24/2006	10/13/2006	3
Hardware Acquisition Support for Interface Development	Acquisition support for key contractors		OCPO	7/24/2006	10/13/2006	3
Services Acquisition Support for Reporting/OLAP Requirements	Acquisition support for key contractors		OCPO	7/24/2006	10/13/2006	3

2.0 Support and Acquisition Activities

Acquisition Activity	Activity	Status	Org	Start	Finish	Duration in Months
Software Acquisition Support for Reporting/OLAP Requirements	Acquisition support for reporting software		OCPO	7/24/2006	10/13/2006	3
Services Acquisition Support for Interface Development	SATO Support		SATO	7/24/2006	10/13/2006	3
Services Acquisition Support for Creating the User Support Plan	Acquisition support for key contractors		OCPO	9/2/2006	10/3/2006	1
FY 2007						
Services Acquisition Support for Performing Conversion Development	IT Support		OCIO	9/18/2006	12/8/2006	3
Services Acquisition Support for Interface Testing	Bank Card Support		OCFO	10/16/2006	1/5/2007	3
Services Acquisition Support for Interface Testing	Financial DataMart Support		OCFO	10/16/2006	1/5/2007	3
Services Acquisition Support for Interface Testing	NFC Support		OCFO	10/16/2006	1/5/2007	3
Services Acquisition Support for Interface Testing	PAS Support		OCFO	10/16/2006	1/5/2007	3
Services Acquisition Support for Interface Testing	Treasury Support		OCFO	10/16/2006	1/5/2007	3
Services Acquisition Support for Interface Testing	e-Travel software support		OCIO	10/16/2006	1/5/2007	3
Services Acquisition Support for Interface Testing	SATO Support		SATO	10/16/2006	1/5/2007	3
Services Acquisition Support for Interface Testing	HPS/SPS Software support		OCIO	10/16/2006	1/5/2007	3
Hardware Acquisition Support for Interface Testing	IT Support		OCIO	10/16/2006	1/5/2007	3
Software Acquisition Support for Interface Testing	IT Support		OCIO	10/16/2006	1/5/2007	3

2.0 Support and Acquisition Activities

Acquisition Activity	Activity	Status	Org	Start	Finish	Duration in Months
Services Acquisition Support for Interface Testing	IT Support		OCIO	10/16/2006	1/5/2007	3
Services Acquisition Support for System Modification Testing	IT Support		OCIO	10/16/2006	1/5/2007	3
Hardware Acquisition Support for Interface Testing	Acquisition support for key contractors		OCPO	10/16/2006	1/5/2007	3
Software Acquisition Support for Interface Testing	Acquisition support for key contractors		OCPO	10/16/2006	1/5/2007	3
Services Acquisition Support for Conversion Testing	IT Support		OCIO	12/11/2006	3/16/2007	3
Services Acquisition Support for Performing Pilot Data Conversion	COE Conversion Support		COE	4/11/2007	4/30/2007	1
Services Acquisition Support for Performing Pilot Data Conversion	IT Support		OCIO	4/11/2007	4/30/2007	1
Services Acquisition Support for Performing Pilot Data Conversion	Acquisition support for key contractors		OCPO	4/11/2007	4/30/2007	1
Services Acquisition Support for Performing Pilot Operations	COE Support for Pilot		COE	4/30/2007	9/14/2007	5
Services Acquisition Support for Performing Pilot Operations	IT Support		OCIO	4/30/2007	9/14/2007	5
Services Acquisition Support for Performing Pilot Operations	Organizational Input Support for Pilot		TBD	4/30/2007	9/14/2007	5
Hardware Acquisition Support for Performing Software Installation	IT Support		OCIO	5/21/2007	5/29/2007	1
Services Acquisition Support for Creating User Documentation and Procedures	HUD Training		OCFO	6/1/2007	7/26/2007	2
Services Acquisition Support for Creating User Documentation and Procedures	Acquisition support for key contractors		OCPO	6/1/2007	7/26/2007	2
Services Acquisition Support for Conducting User Training	HUD Training		OCFO	7/2/2007	9/21/2007	3

Acquisition Activity	Activity	Status	Org	Start	Finish	Duration in Months
Services Acquisition Support for Conducting User Training	IT Training System Setup Support		OCIO	7/2/2007	9/21/2007	3
Services Acquisition Support for Performing Pilot Evaluation	COE Support for Pilot		COE	9/17/2007	9/28/2007	1
Services Acquisition Support for Performing Pilot Evaluation	Acquisition support for key contractors		OCPO	9/17/2007	9/28/2007	1
Services Acquisition Support for Performing Pilot Evaluation	Organizational Input Support for Pilot		TBD	9/17/2007	9/28/2007	1
FY 2008						
Services Acquisition Support for Creating a Conversion Strategy	Acquisition support for key contractors		OCPO	10/1/2007	12/31/2007	3

2.3 Acquisition Dependencies and Impact

In Sections 2.1 through 2.12, we identified the project dependencies for each specific acquisition task including any project activities that are dependent on the acquisition of hardware and/or software. This section describes the *overall* impact of the acquisition activities on existing system operations and architecture.

2.3.1 Organizational Impacts

The operational systems that will be impacted during ICFS implementation are those systems that transmit data to ICFS. These systems have the potential to impact funds availability, timeliness, accuracy and completeness of information in the core system. Because of the phased approach to implementation, there will be a period of time when the new ICFS will be operational, but many feeder systems will still be operating. This may have significant operational impact on systems staff, accounting staff, and program staff due to the number of systems in use and the need for review and reconciliation among systems.

Once Integrated Financial Management Solution (IFMS) implementation is complete, HUD will have streamlined the flow of transactions into ICFS through the enhancement or replacement of operational system interfaces. At that time, the number of overall systems in use should be reduced significantly; the technical architecture in use will be modernized and consistent; and the integration of various system components will be seamless using open architecture tools. The adoption of relational database systems, modern processors, efficient program interfaces, etc. will allow HUD to achieve the required system modernization. Using these techniques, integration will be seamless, providing a single view of programmatic and financial information.

As described in the *Feasibility Study*², the HIFMIP Vision calls for HUD to employ a common set of procedures, processes, and controls that are supported by a modern, integrated suite of JFMIP-certified

² Calibre, *Feasibility Study*, Section 2.4 "Performance Objectives."

financial management systems. In the end-state with an integrated financial management environment, HUD will operate in an efficient business-like manner, providing accurate, reliable, and timely financial information to stakeholders that depicts the fiscal performance of HUD, its programs and supporting operations. With the implementation of IFMS, HUD will improve oversight, analysis, and decision-making by having the necessary data contained in one source throughout the agency. As well, the agency will be able to conduct performance management because the system will have performance management capabilities. Upon the conclusion of the overall HIFMIP project, HUD will have the ability to integrate program, budget, and customer and performance information such that end users can readily access business intelligence and performance management information. While review throughout the HIFMIP project will be necessary, organizational changes will be primarily in the nature of the work performed. No significant organizational realignments or staffing changes during the implementation are planned at this time.

The implementation of ICFS will eliminate the need for labor-intensive, time consuming manual adjustments and other efforts required to produce financial statements and obtain an unqualified audit opinion. This will free HUD staff for other higher order tasks and allow for more efficient workflows and business processes. It will also provide HUD managers and others with access to accurate and timely financial management (status of funds and cost) information needed to more effectively oversee their programs.

2.3.2 Impacts during Development

During the development and implementation phases of ICFS, there will be many impacts. Demands on staff time, particularly staff knowledgeable in current business practices and systems, will be great. Demands on other resources such as funding and computer equipment will also be high. The *CFO Vision Document* describes these impacts in detail; a summary of impacts is included below.³

HUD can undertake a number of improvements in the short-term to improve its operations and to prepare for ICFS implementation. These improvements include tasks such as “cleansing” the chart of accounts, purging vendor and customer records, standardizing business procedures and closing obsolete accounts. All of these data clean up tasks will require time and effort from HUD staff, along with policy decisions and guidance from the HIFMIP team and HUD management.

During the ICFS implementation, there will be a number of one-time tasks to be completed that will require the time and effort of knowledgeable HUD staff. These tasks include the following:

- *Configure ICFS* –Configure the components of ICFS to support a multiple-organization financial environment.
- *Develop and Implement Testing Plan* – Test the functionality of the core financial system to ensure that functionality is operating as intended.
- *Develop and Implement Training Plan* – Develop and implement a training plan to test the functionality of the newly designed solution and train the users.
- *Develop and Implement Interface Plans* – Develop and implement interface plans for systems scheduled to interface with ICFS.

³ Calibre, *HUD's Financial Management Vision*, Section 2.7 “Implementation Phase.”

- *Develop and Implement Operational System Interface Plan* – Perform an evaluation of the current operational systems and identify those systems whose data will have to be interfaced to ICFS.
- *Develop Reports* – Evaluate reporting requirements of each HUD organization. Ensure that ad hoc and standard reports meet the needs of end users.
- *Develop Procedures Documentation* – Develop documentation to support the configured solution.
- *Implement Data Conversion Plan* – Identify financial information that will need to be converted from the current core financial system to the ICFS.
- *Realign Workforce* - Reexamine the workforce alignment documented in Phase I and incorporate any changes necessitated by the implementation of ICFS.

APPENDIX A: SUPPORT ACTIVITY REQUIRED BY ORGANIZATION AND DATE